

Agenda for a meeting of the Performance & Strategy Committee to be held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **MONDAY, 7 AUGUST 2023** commencing at **9.30am**.

1. APOLOGIES AND LEAVE OF ABSENCE

2. CONFIRMATION OF STATUS OF AGENDA

3. DISCLOSURES OF INTEREST

The register of interests is no longer included on agendas, however members still have a duty to disclose any interests under this item.

4. CONFIRMATION OF MINUTES

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8. **EXCLUSION OF THE PUBLIC**

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GJ Ion
CHIEF EXECUTIVE

TERMS OF REFERENCE AND DELEGATION

Reports to:	The Council
Chairperson:	Cr Janet Gibb
Deputy Chairperson:	Cr Marlene Raumati
Membership:	The Mayor, all Councillors
Meeting frequency:	Six-weekly
Quorum:	Majority of members (including vacancies)

Purpose:

The Performance & Strategy Committee is responsible for:

1. Setting the broad vision and direction for the District's Long Term Plan, determine specific outcomes that need to be met to deliver on Council's vision, develop and monitor strategies to achieve those goals.
2. Monitoring of Council's strategy, and performance (both financial and non-financial) against the Long Term Plan and Annual Plan.
3. Determining financial matters within its delegations and Terms of Reference and making recommendations to Council on financial matters outside its authority.
4. Guiding and monitoring Council's interests in Council Controlled Organisations (CCOs), Council Organisations (COs) and subsidiaries.

In addition to the common delegations, the Performance & Strategy Committee is delegated the following Terms of Reference and powers:

Terms of Reference - Strategy:

1. Develop and agree strategy and plans for the purposes of consultation (including those required under schedule 10 of the Local Government Act 2002).
2. Recommend to Council strategy and plans for adoption, that underpin Council's Long Term Plan.
3. Monitor and review adopted strategies and plans.
4. To monitor and provide advice on the development and implementation of growth and development strategies, land use, and spatial plans in line with national policy requirements.

Terms of Reference – Performance:

1. To monitor Council's financial strategy, and performance against that strategy.
2. To monitor Council's non-financial performance framework as set out in the Long Term Plan.
3. To receive quarterly reports on the Chief Executive's Business Plan.
4. To provide clear direction to Council's CCOs and COs on Council's expectations, including feedback on draft statements of intent.
5. To receive six-monthly reports of Council's CCOs and COs, including on board performance.

6. To undertake any reviews of CCOs and agree CCO-proposed changes to their governance arrangements, except where reserved for full Council's approval.

7. To monitor Council's investments and Local Government Funding requirements in accordance with Council policy and applicable legislation.

The Committee is delegated the following powers to act:

- Approval of:
 - a. the increase or decrease of the number of members on CCO and CO boards;
 - b. appointments to, and removals from, CCO and CO boards; and
 - c. a mandate on Council's position in respect of remuneration proposals for CCO and CO board members to be presented at Annual General Meetings.
- Approval of letters of expectation for each CCO and CO.
- Approval of statements of intent for each CCO and CO.
- Exercise the Council's powers as a shareholder, or as given under a trust deed, in relation to a CCO or CO, including (but not limited to) modification of constitutions and/or trust deeds, granting shareholder approval of major transactions where required, or exempting CCOs in accordance with the Local Government Act 2002. For clarity, this delegation includes the approval or otherwise of any proposal to establish, wind-up or dispose of any holding in, a CCO or CO.
- Monitor work programme of Future Proof, Waikato Plan, Growth Strategy and cross-boundary issues.
- Approval of any process for making decisions where additional operating expenditure or capital expenditure funding, or deferred capital expenditure, is required.
- Approval of all insurance matters which exceed the delegation of the Chief Executive or other staff, including considering legal advice from the Council's legal and other advisers, approving further actions relating to insurance issues, and authorising the taking of formal actions
- Review and make recommendations to Council in relation to Fees & Charges (after consultation with relevant community boards or committees).
- Review and recommend to Council the adoption of the Annual Report.
- Approval of transactions in relation to investments in accordance with Council policy.
- Approval of contractual and other arrangements for supply and services, and revenue generating contracts, which exceed the Chief Executive's delegations, but exclude contracts or arrangements that are reserved for the Council or another committee's approval.
- Approval of rating issues where these exceed the delegated authority of officers or are an appeal against officer decisions. For clarity, this excludes decisions that are required, by law, to be made by the Council.
- Approval to write-off outstanding accounts that exceed officer delegations.

To	Performance & Strategy Committee
Report title	Confirmation of Minutes
Date:	Monday, 31 July
Report Author:	Elizabeth Saunders, Democracy Advisor
Authorised by:	Gaylene Kanawa, Democracy Manager

1. Purpose of the report

Te Take moo te puurongo

To confirm the minutes for a meeting of the Performance & Strategy Committee (P&S) held on Tuesday, 20 June 2023.

2. Staff recommendations

Tuutohu-aa-kaimahi

THAT the minutes for a meeting of the Performance & Strategy Committee held on Tuesday, 20 June 2023 be confirmed as a true and correct record.

3. Attachments

Ngaa taapirihanga

Attachment 1 – P&S Minutes – 20 June 2023.

Minutes of a meeting of the Performance & Strategy Committee of the Waikato District Council held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **TUESDAY, 20 JUNE 2023** commencing at **9.30am**.

Present:

Cr JM Gibb (Chairperson)
Her Worship the Mayor, Mrs JA Church
Cr C Beavis
Cr CA Eyre (Deputy Mayor)
Cr M Keir
Cr K Ngataki
Cr EM Patterson
Cr M Raumati
Cr V Reeve – *via audio visual link*
Cr LR Thomson
Cr P Thomson
Cr T Turner

Attending:

Mr G Ion (Chief Executive)
Ms A Diaz (Chief Financial Officer) – *via audio visual link*
Mr C Morgan (General Manager Community Growth)
Mr S Kendall (Waikato Regional Airport Limited)
Ms M Rinaldi (Corporate Planner)

Ms E Saunders (Democracy Advisor)

The meeting was opened with a karakia.

APOLOGIES AND LEAVE OF ABSENCE

Resolved: (Her Worship the Mayor/Cr Ngataki)

That the apologies for:

- a. non-attendance from Cr D Whyte be accepted.

CARRIED

P&S2306/01

CONFIRMATION OF STATUS OF AGENDA ITEMS

Resolved: (Crs L Thomson/Turner)

THAT the agenda for a meeting of the Performance & Strategy Committee held on Tuesday, 20 June 2023 be confirmed:

- a. and all items therein be considered in open meeting with the exception of those items detailed at agenda item 8 which shall be considered with the public excluded;
- b. in accordance with Standing Order 9.4 the order of business be changed with agenda item PEX1.2 [*Waikato Regional Airport Limited 2022 Review*] being considered after agenda item 5 [*Actions Register*]; and
- c. all reports be received.

CARRIED

P&S2306/02

DISCLOSURES OF INTEREST

There were no disclosures of interest.

CONFIRMATION OF MINUTES

Resolved: (Crs Beavis/Raumati)

THAT the minutes for a meeting of the Performance & Strategy Committee held on Monday, 8 May 2023 be confirmed as a true and correct record of that meeting with the following amendments:

- a. *Cr K Ngataki and Her Worship the Mayor, Mrs JA Church be added to the list of Present Elected Members; and*
- b. *Cr P Matatahi-Poutapu be removed from the list of Present Elected Members as per the apology.*

CARRIED

P&S2306/03

REPORTS

Actions Register Agenda Item 5

The report was received [P&S2306/02 refers] and Mr S Kendall (WRAL) provided a powerpoint presentation:raising the following points:

- Overview of the performance of Waikato Regional Airport Limited over the last financial year.
- The Future Earnings Growth (10 year Diversification Strategy) along with the current runway capability.
- The Northern Precinct was highlighted and it was noted that generating a Long Use Strategy was the goal.
- A highlight was the Ecological Reserve which is North-West of the Airport and home to a Pekapeka habitat.

The following was discussed with the Committee:

- The overall theme of the presentation was a very good one along with the Strategy.
- Land Development may be enabled by land sales, providing funding for future projects.
- Partnering with Industrial Developers was a potential option for WRAL, however previous ventures have not always been successful.
- The map that shows the Northern Precinct showed all the land holdings of the Airport.
- It was noted by Mr Kendall that Waikato Regional Airport Limited have not actively been seeking overseas private business investors for a potential International Strategy.
- In response to a question around the future of Electric Aircraft, Mr Kendall noted that the real challenge with electric aircraft is the charging of them which the Airport has a dedicated area for and have also reserved land for multiple alternative fuels.

EXCLUSION OF THE PUBLIC

Resolved: (Crs Ngataki/Patterson)

THAT the public be excluded from the following parts of the proceedings of this meeting.

- a. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Item PEX 1.1 Statute Barred Rates and Water Debts	Good reason to withhold exists under Section 6 or Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)
Item PEX 1.2 Review of Waikato Regional Airport Limited		

- b. This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

Item No.	Section	Interest
Item PEX 1.1 Statute Barred Rates and Water Debts	7(2)(a)	To protect a persons privacy
Item PEX 1.2 Review of Waikato Regional Airport Limited	7(2)(h)	To enable commercial activities to be carried out without prejudice or disadvantage.

- c. **THAT Mr Scott Kendall (Waikato Regional Airport Limited) be permitted to remain at this meeting, because of their knowledge of Item PEX1.2 - Waikato Regional Airport Limited 2022 Review. This knowledge, which will be of assistance in relation to the matter to be discussed, is relevant to that matter because of his role with Waikato Regional Airport Limited.**

CARRIED

P&S2306/05

Resolutions P&S2306/06 – P&S2306/08 are contained in the public excluded section of these minutes.

It was resolved [Resolution No. P&S2306/07] during the public excluded section of the meeting that the following resolution be released into open meeting but the report remain confidential and unavailable to the public:

Statute Barred Rates and Water Debt
Agenda Item PEX 1.1

Resolved: (Her Worship the Mayor/Cr Patterson)

THAT the Performance and Strategy Committee:

- a. notes that up to \$8,428.06 of Rates and Water accounts outstanding for more than six (6) years as at 30 June 2023 would be written off on that date; and
- b. that the resolution be released into the open meeting and the report remain confidential and unavailable to the public.

CARRIED

REPORTS

2024-2034 Long Term Plan
Agenda Item 6.1

The report was received [P&S2306/02 refers] and the Corporate Planning Team Leader provided a verbal update, with no further discussion being held.

Chief Executive Business Plan Update

Agenda Item 7.1

The report was received [*P&S2306/02 refers*] and the Chief Executive Officer answered questions from the committee.

- A brief discussion was had around the Waters Capital Works and the work the Waters Governance Board was doing to hold the Watercare Team to account.
- The Waikato District Alliance contract is up in two years.
- It was noted on Page 32 in relation to the update and delivery comments – it had increased by \$7million, from \$30m to \$37m.
- Point 1.3B – mana whenua forums were still being developed and further discussion on the future would be had once the forum was in place.
- Discussion was held regarding social procurement and whether there was room for governance to sit in that space. It was noted the Joint Management Agreement (JMA) space was the best forum for those discussions.
- Point 5.2a) – It was noted that the Huntly relocation had been approved from a Council perspective but Waka Kotahi are still working through their end.
- Point 6.1b) – Staff turnover is returning to pre-covid levels. The percentage was previously at 20% and is not at 16.83%.
- It was noted that Point 8.1a) should read 2x Maaori Ward Councillors and 1x Maaori Councillor.
- It was advised that the Executive Leadership Team would come back to the Committee with more information around the Rural Group and whether they were involved in the first external focus group for the Climate Response & Resilience Strategy.

ACTION: Executive Leadership Team to come back to the Committee with confirmation if the Rural Group were involved in the first external focus group for the Climate Response & Resilience Group.

Civic Financial Services Limited Annual Report 2022

Agenda Item 7.2

The report was received [*P&S2306/02 refers*] and the Chief Financial Officer gave a verbal update and answered questions of the committee.

- A brief discussion was had regarding IM of tax and the net worth total. The Chief Financial Officer would come back to the Committee with further information.
- A further brief discussion was had in regards to the services that Council use and whether there is a market to sell shares.

ACTION: CFO to provide the Committee with a response around IM Tax and the net worth total.

There being no further business the meeting was declared closed at 11.33am.

Minutes approved and confirmed this day of 2023.

Cr J Gibb
CHAIRPERSON

Unconfirmed

To	Performance & Strategy Committee
Report title	Actions Register
Date:	7 August 2023
Report Author:	Ashleigh Fairhead, EA Chief Operating Officer
Authorised by:	Alison Diaz, Chief Financial Officer

1. Purpose of the report

Te Take moo te puurongo

To update the Performance and Strategy Committee on the actions arising from the previous meeting.

2. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance & Strategy Committee receives the Actions Register for July 2023.

3. Attachments

Ngaa taapirihanga

Attachment 1 – Performance and Strategy Committee Actions Register

	Action	Responsible to Action	Status/Update/Response
1.	<p><u>2024-2034 Long Term Plan</u></p> <p>Executive Leadership Team to come back to the Committee with confirmation if the Rural Group were involved in the first external focus group for the Climate Response & Resilience Group.</p>	Rachael Goddard, Climate Action & Sustainability Manager	<p>It has been confirmed that one rural expert was present at the first focus group. This meeting was intended by 14 representatives from various backgrounds.</p> <p>A 'Think Tank' which will include rural representation is also being established.</p>
2.	<p><u>Civic Financial Services Limited Annual Report 2022</u></p> <p>CFO to provide the Committee with a response around IM Tax and the net worth total.</p>	Alison Diaz, Chief Financial Officer	<p>This query was in relation to tax expense which reduced the before tax surplus of \$142,232 to a deficit position of (\$1,023,381).</p> <p>\$1,125,262 of the tax expense recognised in the financial year relates to derecognition of tax assets as per note 10 of their Annual Report.</p> <p>Deferred tax arises because there is a difference between taxable profits and accounting profits. Losses carried over can be used to lower the taxable income in subsequent years. Because it lowers the tax due in future years it is classified as an asset. Civics' deferred tax disclosure in the financial statements is captured within note 10.</p>

To	Performance and Strategy Committee
Report title	2024-2034 Long Term Plan work programme update
Date:	30 July 2023
Report Author:	Nicole Hubbard, Corporate Planning Manager
Authorised by:	Tony Whittaker, Chief Operating Officer

1. Purpose of the report

Te Take moo te puurongo

The purpose of this report is to provide the Performance and Strategy Committee with an update on progress in the Long-Term Plan (LTP) work programme, as well as information about what's coming up for elected members in the next six weeks.

2. Executive summary

Whakaraapopototanga matua

The report provides an update about the work programme for the 2024-2034 LTP under the 11 key building blocks that make up the LTP. The updates include timeframes (where these are known), as well as how elected members can expect to be involved.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee receives the 2024-2034 Long Term Plan Work Programme Update report.

4. Background

Koorero whaimaarama

Elected members were provided with an overview of the LGA planning and reporting process and the requirements and work programme for the 2024-2034 Long Term Plan at the Policy and Strategy Committee meeting on 27 March 2023, and since then have received an update on the building blocks progress.

Objectives

The key project management objectives for the 2024-2034 LTP project are:

- to create, and effectively consult on, an LTP Consultation Document;
- to deliver a final 2024-2034 Long Term Plan by 30 June 2024 that meets statutory requirements and receives an unmodified audit opinion; and
- to ensure that the final LTP is a document that has buy-in from, and can be relied on, by staff, elected members and the community.

Work programme update

The LTP project involves many process and content pieces, many of which overlap or are dependent on each other, before getting to the final LTP document that is adopted at the very end.

Updates about each of the key building blocks for the LTP are in the table below.

Key Building Blocks		Where it's at/what's the plan	Status
1	Community Outcomes and Strategic Direction setting	Community Outcomes and Strategic Priorities were adopted by Council on 7 June 2023. These will be used to provide direction to staff when planning work programmes and will be included in the LTP proper.	Completed
2	Groups of Activities structure	The Groups of Activities (GOA) structure has been endorsed by ELT. How activities fit within the structure will be presented to Council through the Activity workshops.	On track
3	Significant forecasting assumptions	The significant forecasting assumptions were workshopped with Council on 15 May to enable staff to use them in their upcoming planning and budgeting, with further light reviews later in 2023 and in early 2024 to retest and confirm them.	On track
4	Significance and engagement policy	This policy determines how to assess the level of significance of decisions that Council makes, and also sets out how and	Monitor

Key Building Blocks		Where it's at/what's the plan	Status
		when communities can expect to be engaged with. Work has not begun on this review and is now anticipated to occur in August – October 2023.	
5	Budgeting process	<p>The budgeting process will set CAPEX and OPEX for each of the 10 years of the LTP. Budget managers will start inputting budgets in September 2023.</p> <p>There will be many opportunities for elected members to feed into the budgeting process, including workshops on asset and activity management plans and levels of service, and ultimately workshopping and approving the draft budget for the consultation document.</p>	On track
6	Financial and funding policies	There are various financial and funding policies that will be reviewed through the LTP project. These include a review of Council's fees and charges, the Revenue and Financing Policy and several rates remission policies. A workshop was held with Council on 30 May, further work will continue throughout the LTP process.	On track
7	Financial Strategy	<p>The infrastructure strategy is a synthesis of the significant infrastructural issues that are likely to arise over the next 30 years, including their financial and non-financial consequences, and the principal options for managing them.</p> <p>The review of the infrastructure strategy has begun and elected members had their first opportunity to input into this at a workshop on 15 May, alongside the financial strategy.</p>	On track

8	Infrastructure Strategy	<p>The development contributions policy (DCP) enables the council to set charges for new developments to contribute to the growth-related costs of building infrastructure to support the increased demand.</p> <p>The DCP is not a policy required to be reviewed as part of the LTP process, however it is included here as the review will occur alongside the LTP development. The LTP will set in place the CAPEX for the upcoming 10 years, so the DCP levies have strong interdependencies with the LTP.</p> <p>A workshop was held with the DA committee on 12 June, followed by a presentation to Council on 20 June.</p> <p>The workshops sought direction from Council on potential options that could be investigated through the review of the policy.</p> <p>This was followed up with an online poll for councillors. The next step will be a report to the relevant committee to formally decide the scope of the review.</p>	On track
9	Development contributions policy	<p>Activity management plans describe the activities, services and outcomes Council is delivering, and summarise the strategic and long-term approach to the provision of activities at an agreed level of service.</p> <p>Asset management plans focus on the physical assets of groups of assets, covering condition, lifespan of components, resources needed to manage the assets, cost of replacing the assets, and levels of service.</p> <p>A workshop was held on 17 July in relation to the Roading Asset Management Plan, and all other activity management plans will be workshopped with Council in early August.</p>	On track
10	Activity and asset planning	EARLY-ENGAGEMENT	On track

		<p>Consultation on the Community Outcomes was undertaken in May 2023.</p> <p>FORMAL CONSULTATION</p> <p>Formal consultation via the special consultative procedure (SCP) must be done for certain policies (e.g. significance and engagement, development contributions) and other elements of the LTP if significant changes are being made (e.g. fees and charges, levels of service).</p> <p>Formal consultation on the LTP's consultation document will be undertaken in March-April 2024, with subsequent hearings and deliberations to be during May 2024.</p>	
11	Consultation and engagement		On track

5. Next steps Ahu whakamua

Workshops with Elected Members are booked for 7, 8 and 14 August to discuss each of the activities that Council delivers, and the current issues or opportunities that staff have identified to be progressed through this LTP.

Staff will continue to report on the progress of the 2024-2034 LTP at each Performance and Strategy meeting through the key building blocks.

6. Attachments Ngaa taapirihanga

There are no attachments for this report.

To	Performance and Strategy Committee
Report Title	Resident Perception Survey Final Results 22/23
Date:	25 July 2023
Report Author:	Reece Turner – Customer Experience Manager
Authorised by:	Sue O’Gorman - General Manager Customer Support

1. Purpose of the report **Te Take moo te puurongo**

The purpose of this report is to provide the Performance and Strategy Committee (P&S) with an overview of our 2022/2023 Resident Perception Survey results.

The report also provides an update on a number of key preventive, detective and corrective actions we have in place or need to put in motion to enable us to respond to the dissatisfaction and provide better community outcomes.

This survey data provides the basis for a number of the Long-Term Plan Key Performance Indicators which are being presented separately in this agenda.

2. Executive summary **Whakaraapopototanga matua**

The Resident Perception Survey is undertaken quarterly by Key Research, and they will be attending P&S and presenting the annual results to the committee.

The presentation pack is attached as **Attachment 1** and the full survey report is attached as **Attachment 2**. This survey provides valuable insights for Council and helps us identify where we need to focus our improvement opportunities.

Table 1 – Actions to Address Key Areas of Focus to Improve Resident’s Perception in this report summarises a number of key preventative, detective and corrective actions that have been identified. A number of these are already underway and are being actively worked on.

2022/23 has been a challenging year for New Zealanders on many levels, including several severe weather events which left several regions cut off and many people unable to return to their homes. This combined with financial pressures with the rising cost of living, inflation, and uncertain political and economic situations has been a challenge for all.

This is likely to be reflected in the survey results this year with noticeable decreases in key metrics, from satisfaction with services to value for money, trust and overall engagement / consultation.

3. Staff recommendations Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee receives the Resident Perception Survey Final Results for 2022/2023.

4. Discussion Matapaki

The survey is conducted quarterly with participants being randomly selected from our Electoral Roll. Residents are contacted via post and given the option to complete an online or hardcopy survey.

This report outlines the insights from the survey on:

- a. what we are doing well – areas of significant improvement
- b. what we need to work on – areas of significant decrease in resident satisfaction, and our actions to address those.

The survey is reviewed by the Resident’s Survey Action Team – which are a cross organisational group of staff that are the functional business owners that receive data from this survey.

This group analyses the data and looks to see if there are any drivers that are influencing the data and also if there are actions that can be put in place to address issues and improve the experience we deliver to our customers.

It is encouraging to see that positive outcome and improvement can be achieved though the delivery of key strategic priorities. The improvements in availability of cycleway and refuse stations are prime examples of how key initiatives can raise community perception of council.

Throughout the year extensions to the Te Awa cycleway have occurred and upgrades to the refuse facilities in Huntly, Raglan and Te Uku.

The survey results also show noticeable decreases in key metrics, from satisfaction with services to value for money, trust and overall engagement / consultation.

Throughout the survey, particular concerns are raised regarding critical issues, such as road safety, public toilet sanitation, perceived value for money, reputation and trust in council. These are core concerns that warrant further discussion.

The decline in satisfaction with roading (*Sealed Roading* in particular) was expected, as the whole District, like many parts of New Zealand, was heavily affected by Cyclone Gabrielle and then further flooding which affected the priorities in our maintenance.

These events resulted in several main roads closing, road conditions being worse than expected, and numerous landslides within the district. The comments related to roading show that residents expect the Council to fix the roads at a faster pace, as well as pay more attention to upgrading and maintaining rural roads.

Another area that has displayed a significant decline in 2023 is *Interactions with the Council*. While a similar proportion of people have contacted the Council with a query in 2021/22 and 2022/23, there is a growing frustration around queries not being answered and a lack of follow-up. More residents state that it was harder to conduct business with the Council.

Reputation (Leadership in particular) and *Value for money* are the two main drivers of satisfaction in 2023. *Value for money*, especially on what services rates are spent on is the main priority for the Council to work on.

While residents rate satisfaction across all measures related to *Value for money* low, the verbatim comments indicate that residents would like to see more money spent on roading, as well as Council to focus on other core services as a priority.

Leadership is also a priority for the council to focus on. Residents believe that the council needs to show more transparency in decision making and consider more consultation with the ratepayers.

Issue identification

Due to the continuous monitoring of these results over previous quarters, decreases in the satisfaction of customer interactions and roading, and the reputation, trust and leadership results did not come as a surprise to the business.

As a result of early detection, we have several strategic initiatives and projects underway to provide better outcomes to our communities.

Table 1 – Actions to Address Key Areas of Focus to Improve Resident’s Perception

Issue	Preventative Actions	Detective	Corrective Actions
<i>Decline in satisfaction with the roading network</i>	LTP consultation and decisions to agree committed LOS and fund appropriately	Quarterly Resident satisfaction surveys	Fund, communicate and deliver agreed LOS’s consistently

Issue	Preventative Actions	Detective	Corrective Actions
	WDA are trialling an alternative aggregate source which will provide longevity on unsealed roads and reduce failures.	Introduction of "Roadroid" which is a new technology to measure road roughness. This will be done 4 monthly on priority roads to get baseline data and allow for more proactive maintenance.	
	Funding application made to allow for roading resilience planning. This will identify lifeline routes and what maintenance and improvement is required to ensure resilience during extreme weather events.		
<i>Decline in satisfaction with customer interactions</i>	Reinforcement of customer service behaviours - ongoing	Quarterly Resident satisfaction surveys	Service Request project - underway
	Implementation of customer portal – Phase 1, Phase 1A and Phase 1b complete	Monthly Service request reporting	Antenno – awaiting statement of work sign off
	Implementation of new phone software - complete	Yearly ALGIM Contact Centre Mystery shopper report	Re-introduction of Contact Centre mystery shopping – under investigation
	Recruitment of Complaint Resolution Specialist – underway		Long Term Planning Activities identification - underway
	Building Consent Portal – Under design		

Issue	Preventative Actions	Detective	Corrective Actions
<i>Reputation and Leadership</i>	<p>Implementation of refreshed communication strategy and delivery of action plan.</p> <p>Pro-active storytelling through a full channel mix.</p> <p>Improved connections with community board and committee representatives to ensure that information and updates are appropriately shared and our community signposted to news and information in a manner that allows for early engagement and education.</p>	<p>Monitor channel engagement and efficiency</p> <p>Conduct annual research to understand audience reach, channel preference and brand attribution awareness.</p> <p>Improved connections with community board and committee representatives to understand community feedback – gaps and opportunities.</p>	<p>Continuous refinement of content and channel approach to ensure we are maximising opportunities for engagement.</p> <p>Ensure that our communications strategy is fit for purpose with a framework that provides consistency in approach and action plans that are agile to respond to stakeholder and community needs.</p>
	Establishment of the Rural Economic Advisory Panel to connect with a key stakeholder.		

5. Next steps

Ahu whakamua

- Continue to monitor survey results and implement required corrective and preventative actions.
- Review performance against 2022/2023 all of Government Benchmark reports.

6. Progress Updates from Previous Report

6.1 Rooding

LTP discussion around what can be achieved to provide better outcomes within the Rooding network.

6.2 Overall Service Received

Within the Service Request project, training has been rolled out in the business to create an improved and more consistent customer experience. Further work regarding automatic messaging and other process efficiency changes are in progress.

7. Attachments Ngaa taapirihanga

Attachment 1: Key Research Presentation Pack for Performance & Strategy Committee

Attachment 2: Waikato District Council 2022/2023 Resident Perception Report



2023

Annual Residents' Opinion Survey

Presentation | 7 August
2023



Research Objectives

- To measure satisfaction with service delivery and assets.
- To determine performance drivers and opportunities to improve satisfaction.
- To measure reputation.
- To assess changes in satisfaction over time.

Methodology

- Postal to online survey.
- 477 responses (87% online, 13% paper; 8.3% response rate)
- Sample weighted so it is aligned with known population distributions as contained in the 2018 Census.
- Fieldwork:
 - Wave 1: 13 October 2022 to 23 November 2022
 - Wave 2: 5 December 2022 to 15 January 2023
 - Wave 3: 13 February to 9 March 2023
 - 5 May to 11 June 2023

Respondents (2023)

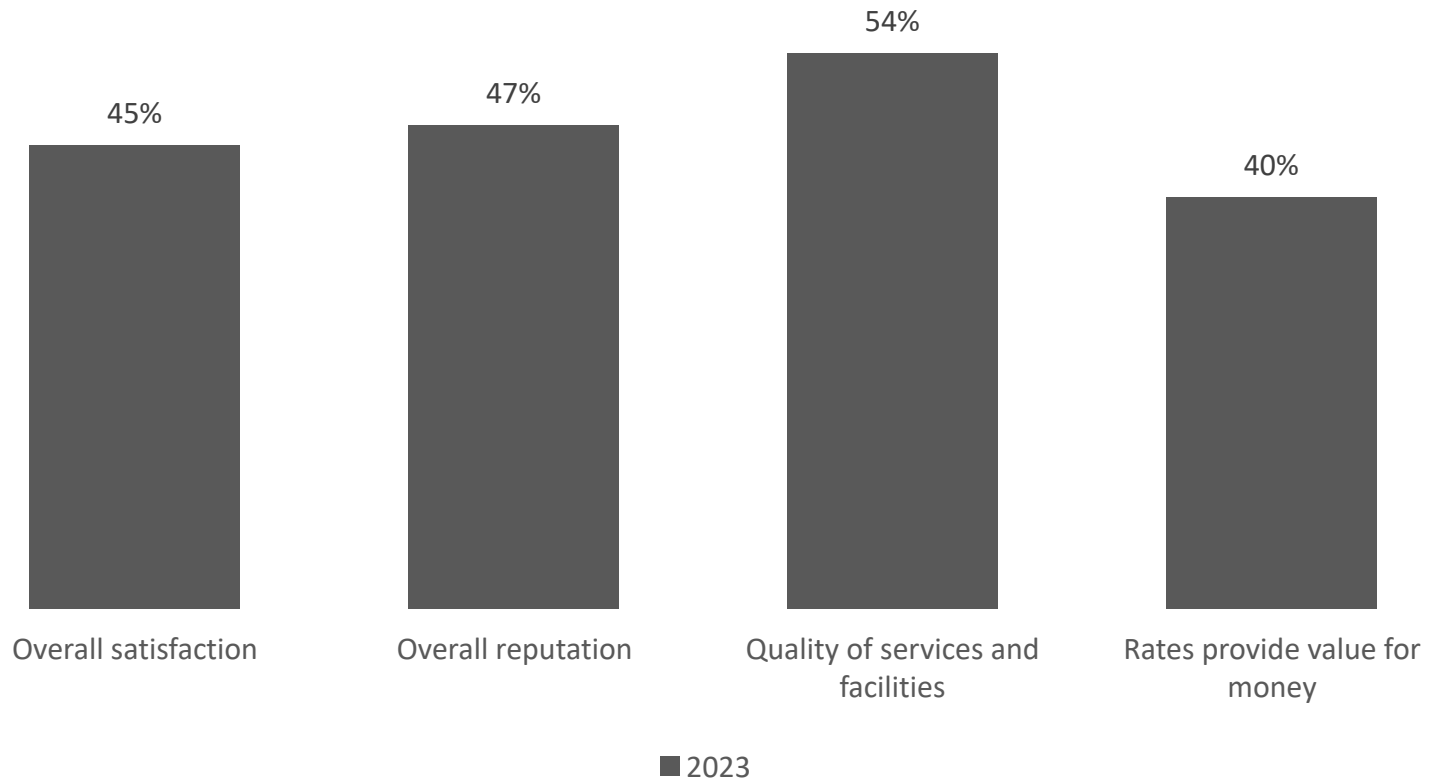
		Achieved	Census
18 to 34 years	140	29%	26%
35 to 49 years	96	20%	28%
50 to 64 years	119	25%	28%
65 years or over	122	26%	17%

		Achieved	Census
Māori	91	19%	22%
Non-Māori	386	81%	78%

		Achieved	Census
Male	223	47%	50%
Female	254	53%	50%

		Achieved	Census
Awaroa-Maramarua General Ward	53	11%	11%
Tuakau-Pokeno General Ward	56	12%	12%
Western Districts General Ward	20	4%	3%
Waerenga-Whitikahu General Ward	43	9%	10%
Huntly General Ward	28	6%	9%
Whaaingaroa General Ward	40	8%	7%
Newcastle-Ngaruawahia General Ward	77	16%	17%
Tamahere-Woodlands General Ward	79	17%	14%
Tai Raro Takiwaa Maaori Ward	37	8%	10%
Tai Runga Takiwaa Maaori Ward	44	9%	9%

Overall Performance (2023) - %7-10



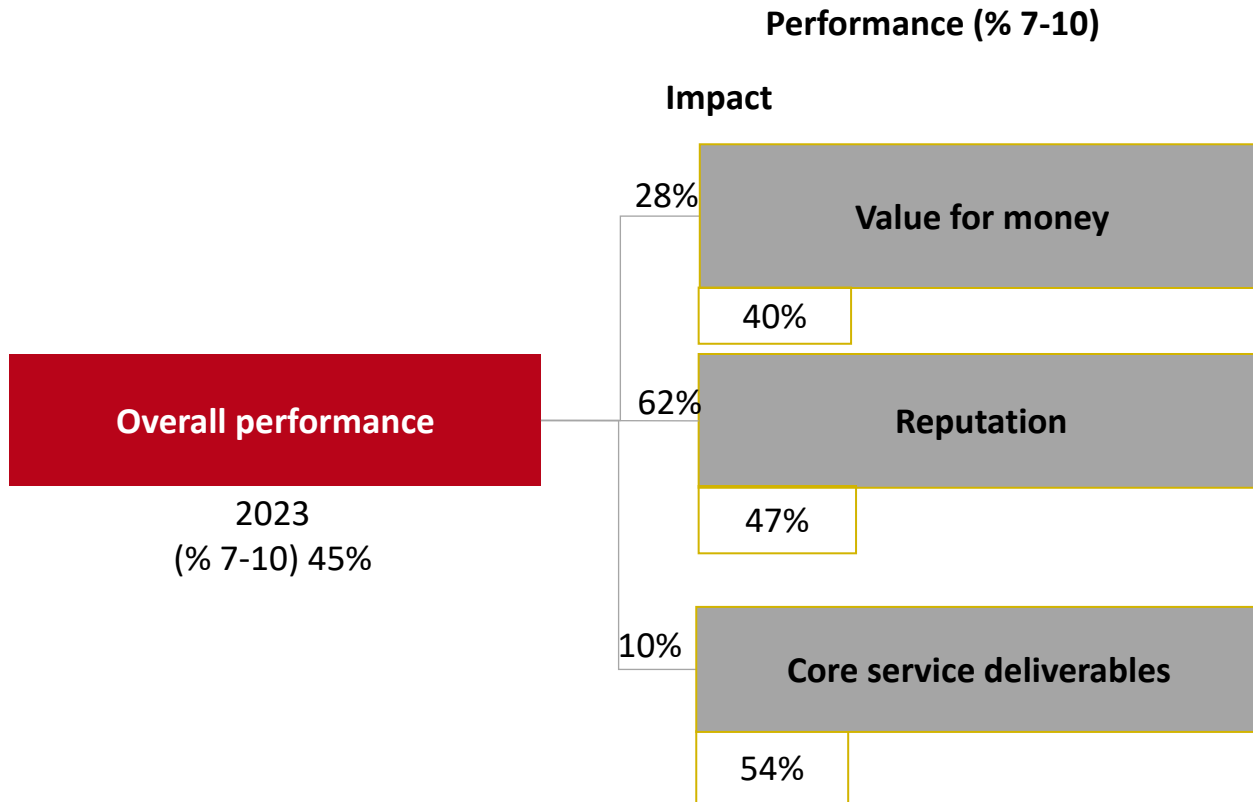
Best performing areas for 2023 - % 7-10

Service/Facility/Activity	2023
The reliability of the water supply	85%
Regular kerbside collection service	79%
Safety during the day	77%
Presentation of cemeteries	74%
Local parks and reserves including sports fields and/or playgrounds	74%
Quality of life	73%

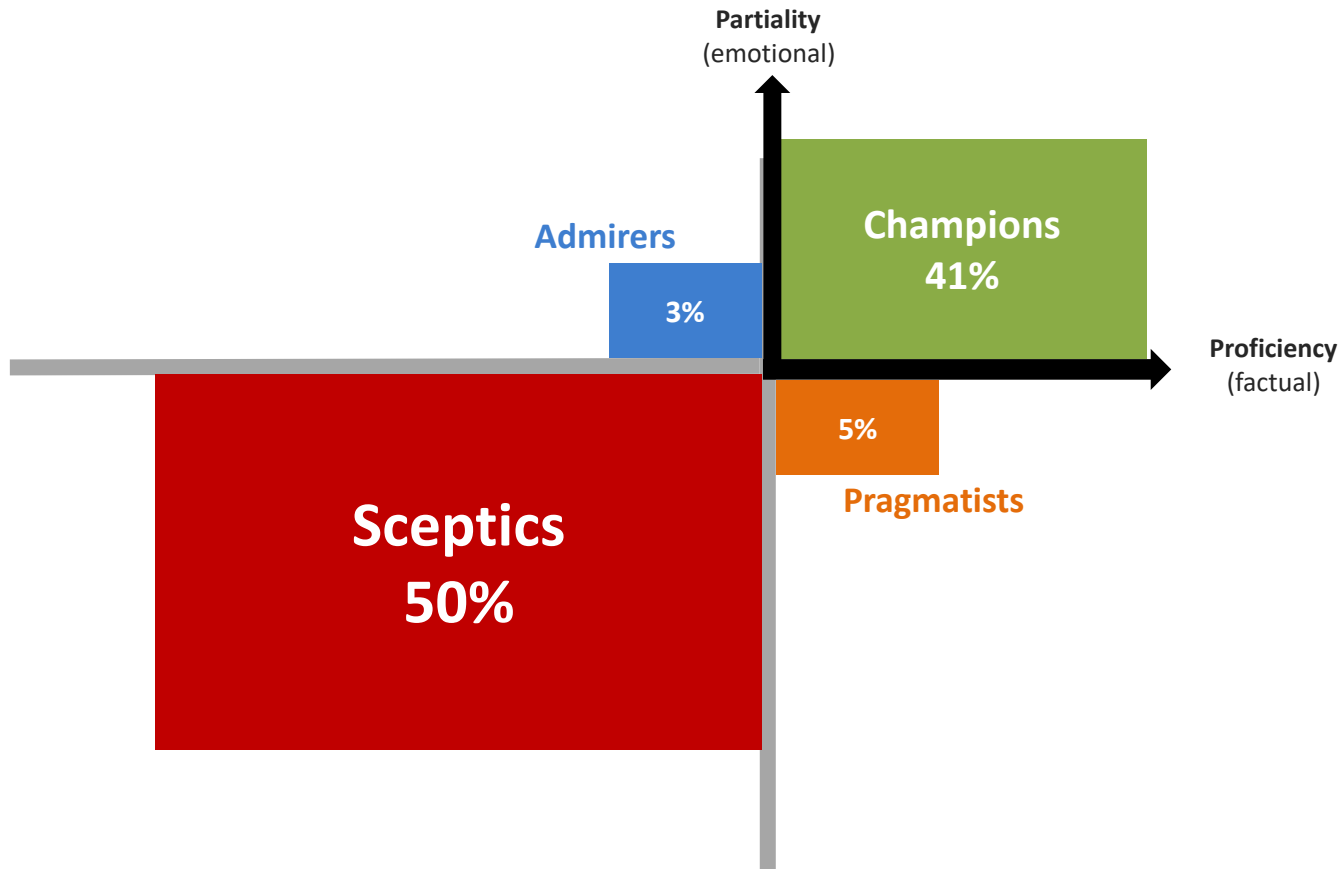
Worst performing areas for 2023 - % 1-5

Service/Facility/Activity	2023
I have a good understanding of the work activities the Waikato District Council is undertaking or planning to undertake in my community	62%
Annual property rates are fair and reasonable	62%
How well the roads are maintained	60%
The unsealed roading network	60%
There is a suitable range of consultation options	58%
The public are consulted about the right issue	58%

What drives overall satisfaction



Reputation profile



General comments



Conclusion

- 2023's report results are mostly consistent with the previous year.
- The decline in satisfaction with roading (*Sealed roading in particular*) and increase in dissatisfaction (both *Sealed and Unsealed roading*) was expected, as the whole District was heavily affected by Cyclone Gabrielle and further flooding.
- Reputation (*Leadership in particular*) and *Value for money* are the two main drivers of satisfaction in 2023:
 - ✓ More money spent on roading
 - ✓ Council to focus on other core services as a priority
- Another area that has displayed a significant decline in 2023 is related to *Interactions with the Council*. There is a growing frustration among the residents that relates to queries not being answered and lack of follow up. More residents admit that it was hard to conduct business with the Council.

Moving forward

- Focus on continuous improvement
- Communicate the value provided by Council
- Improve Reputation profile – too many ‘Sceptics’



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Waikato District Council

2022/2023 Residents' Perception Survey



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Background, Objectives and Method

Background

Waikato District Council has an ongoing need to measure how satisfied residents are with the resources, services and facilities provided by Council, and to identify improvement opportunities that will be valued by the community.

Research objectives

- To provide a robust measure of satisfaction with Waikato District Council's performance in relation to service delivery.
- To establish perceptions of various services, infrastructure and facilities provided by Council.
- To provide insights into how Council can best invest its resources to improve residents' satisfaction with its overall performance.
- To provide benchmarking of performance for Waikato District Council compared to other similar authorities.

Method

- The methodology involves a postal to online survey measuring the performance of the Waikato District Council, together with a dashboard reporting of progress across four waves.
- The questionnaire was created in consultation with staff from the Waikato District Council. It is structured to provide a comprehensive set of measures relating to core activities, services and infrastructure, as well as to provide a wider perspective of performance. This includes assessment of reputation, the willingness of residents to become involved with Council's decision making and to measure satisfaction across a range of lifestyle related matters.
- A total sample size of n=477 was achieved with data collected over four periods; from 13 October 2022 to 23 November 2022, 5 December 2022 to 15 January 2023, 13 February to 9 March 2023 and 5 May to 11 June 2023.
- Post data collection the sample has been weighted so it is exactly representative of key population demographics based on the 2018 Census.
- At an aggregate level the survey has an expected 95% confidence interval (margin of error) of +/- 4.47%.
- There are instances where the sum of the whole number score varies by one point relative to the aggregate score due to rounding.
- Due to rounding, percentages may add to just over or under (+/- 1%) totals.

Significance testing

The margin of error for a sample of 477 indicates that 95 chances out of a 100 will fall within 4.47% of a given result in any binomial distribution.

Statistical significance testing helps quantify whether a result is likely due to chance or to some factor of interest. Where statistical significance is identified it indicates that an observed relationship is unlikely to be due to chance.

Significant differences were tested across the following groups - age, gender, ward, ethnicity.

Significant differences between wards, age groups and ethnicities were marked where relevant. Colour is used to mark statistical significance for the same reporting period between different demographics.



Executive summary



Key Findings

2022/23 has been a challenging year for New Zealanders on many levels, including several severe weather events which left several regions cut off and many people unable to return to their homes. This combined with financial pressures with the rising cost of living, inflation and uncertain political and economic situations.

This is reflected in the survey results this year with noticeable decreases in key metrics, from satisfaction with services to value for money, trust and overall engagement / consultation.

The decline in satisfaction with roading (*Sealed roading* in particular) was expected, as the whole District was heavily affected by Cyclone Gabrielle and further flooding which saw several main roads closing, road conditions being worse than expected, and landslides within the district. The comments related to roading show that residents expect Council to fix the roads at a faster pace, as well as pay more attention to upgrading and maintaining rural roads.

Throughout the survey, particular concerns are raised regarding critical issues, such as road safety, public toilet sanitation, perceived value for money, reputation and trust in council. These are core concerns that warrant further discussion.

An area that has displayed a significant decline in 2023 is *Interactions with the Council*. While a similar proportion of people have contacted the Council with a query in 2021/22 and 2022/23, there is a growing frustration around queries not being answered and lack of follow up. More residents state that it was harder to conduct business with the Council.

Reputation (Leadership in particular) and *Value for money* are the two main drivers of satisfaction in 2023. *Value for money*, especially on what services rates are spent is the main priority for the Council to work on. While residents rate satisfaction across all measures related to *Value for money* low, the verbatim comments indicate that residents would like to see more money spent on roading, as well as Council to focus on other core services as a priority.

Leadership is also a priority for Council to focus on. Residents believe that council needs to show more transparency in decision making and consider more consultation with the ratepayers.

Most improved areas (% Satisfied 7 to 10)



1. Satisfaction with refuse stations (+12%)
2. Satisfaction with litter, illegal dumping and graffiti control (+4%)
3. Satisfaction with the availability of cycleways (+4%)
4. Satisfaction with the quality of water (+4%)
5. Financial management (+4%)

Most declined areas (% Satisfied 7 to 10)



1. The information provided being accurate (-17%)
2. Satisfaction with how long it took to resolve the matter (-15%)
3. How easy it was to make your enquiry or request (-14%)
4. Council staff's understanding of what you wanted (-13%)
5. Satisfaction with the sealed roading network (-12%)
6. Satisfaction with the safety of the roads (-12%)

Overall measures (showing proportion of respondents scoring % 7-10)

		% change year on year	2023 (Satisfied %7-10)	2022 (Satisfied %7-10)
VM3	Value for money	-3%	40%	43%
WM3	Overall waste management	-4%	68%	72%
OV1	Overall Performance	-4%	45%	49%
LIO4	Quality of life	-4%	73%	77%
TW6	Overall water management	-5%	53%	58%
OVSLV	Overall core service delivery	-5%	54%	59%
RF3	Overall roading related infrastructure	-5%	35%	40%
REP5	Overall reputation	-6%	47%	53%
FS4	Satisfaction with public facilities	-7%	64%	71%
INT6	Overall customer service	-16%	53%	69%

Overall measures (showing proportion of respondents scoring % 7-10)

		% change year on year	2023 (Satisfied %7-10)	2022 (Satisfied %7-10)
WM2_2	Refuse transfer stations (Huntly MetroWaste, Te Kauwhata MetroWaste, Xtreme Zero Waste)	+12%	72%	60%
OS1_1	Litter, illegal dumping and graffiti control	+4%	38%	34%
TW2_2	The quality of the water	+4%	65%	61%
RF1_7	The availability of cycleways	+4%	40%	36%
REP3	Financial management	+3%	37%	34%
FS2_4	Presentation of cemeteries	+2%	74%	72%
TW2_1	The reliability of the water supply	+1%	85%	84%
TW2_3	Overall, how satisfied are you with the District's water supply	+1%	69%	68%
OS1_2	Animal management (dogs or stock control)	-	57%	57%
VM2_5	Fees and charges for other council provided services and facilities are fair and reasonable	-	42%	42%
CS3	Emergency preparedness	-	62%	62%
LIO2	Satisfaction with availability of local Councillor	-1%	46%	47%
WM2_1	Regular kerbside collection service	-1%	79%	80%
RF1_2	The unsealed roading network	-2%	29%	31%
RF1_3	The availability of footpaths	-2%	41%	43%
RF1_4	How well footpaths are maintained	-2%	44%	46%
WM2_3	Council's recycling services	-2%	66%	68%
REP4	Quality of the services	-2%	52%	54%
VM2_1	Annual property rates are fair and reasonable	-3%	28%	31%
Q16_1	The public are consulted about the right issue	-3%	29%	32%
FS2_6	Public swimming pools	-3%	59%	62%
TW5_1	The reliability of the sewerage system	-3%	71%	74%
SEN2_1	District is going in the right direction	-3%	48%	51%
VM2_4	Payment arrangements are fair and reasonable	-4%	68%	72%
LIO1_2	I have a good understanding of the work and activities the Waikato District Council is undertaking or planning to undertake in my community	-4%	27%	31%
TW5_2	Overall satisfaction with the sewerage system	-4%	70%	74%

Overall measures (showing proportion of respondents scoring % 7-10)

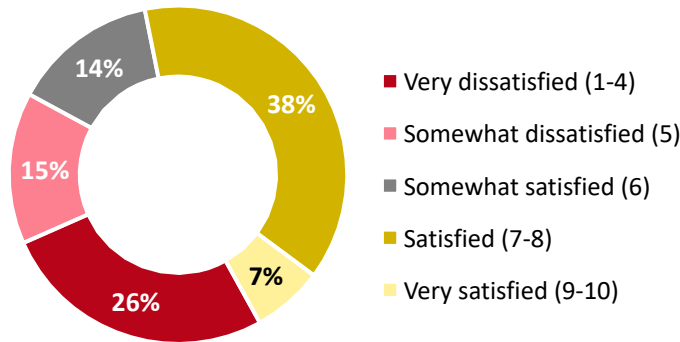
		% change year on year	2023 (Satisfied %7-10)	2022 (Satisfied %7-10)
CS1_1	Safety during the day	-4%	77%	81%
FS2_5	Community halls	-5%	68%	73%
TW3_1	Keeping roads and pavements free from flooding	-5%	45%	50%
TW3_2	Overall, how satisfied are you with the stormwater system in the Waikato District	-5%	45%	50%
RF1_5	How well the roads are maintained	-5%	28%	33%
VM2_2	Water rates are fair and reasonable	-5%	37%	42%
REP1	Leadership	-5%	43%	48%
FS2_2	Local parks and reserves including sports fields and/or playgrounds	-5%	74%	79%
CS1_2	Safety after dark	-5%	57%	62%
LIO1_1	I am comfortable that my community receives its fair share of funding and resources compared to other communities in the Waikato District	-5%	35%	40%
LIO3	Community spirit in your area	-6%	54%	60%
Q16_2	How easy it is to access information about key issues	-6%	33%	39%
Q16_3	The information available on these issues is clear and instructive	-6%	33%	39%
Q16_6	Council clearly explains or communicates the reasons for the decisions it needs to make, even if I don't always agree with those decisions	-6%	31%	37%
FS2_1	District library services	-6%	72%	78%
Q16_5	I know how to provide feedback to Council on issues that are relevant to me or may affect me	-7%	41%	48%
VM2_3	Invoicing is clear and correct	-8%	64%	72%
REP2	Trust	-8%	39%	47%
Q16_4	There is a suitable range of consultation options available	-8%	29%	37%
FS2_3	Cleanliness of public toilets	-8%	48%	56%
RF1_1	The sealed roading network	-12%	35%	47%
RF1_6	The safety of the roads	-12%	36%	48%
INT4_4	Council staff's understanding of what you wanted	-13%	62%	75%
INT4_1	How easy it was to make your enquiry or request	-14%	61%	75%
INT4_2	How long it took to resolve the matter	-15%	45%	60%
INT4_3	The information provided being accurate	-17%	56%	73%



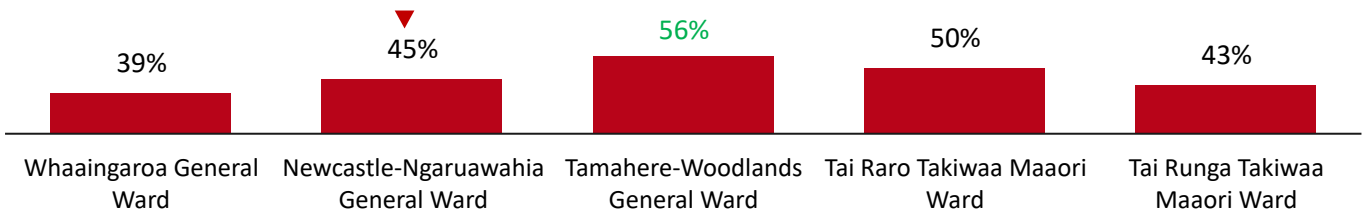
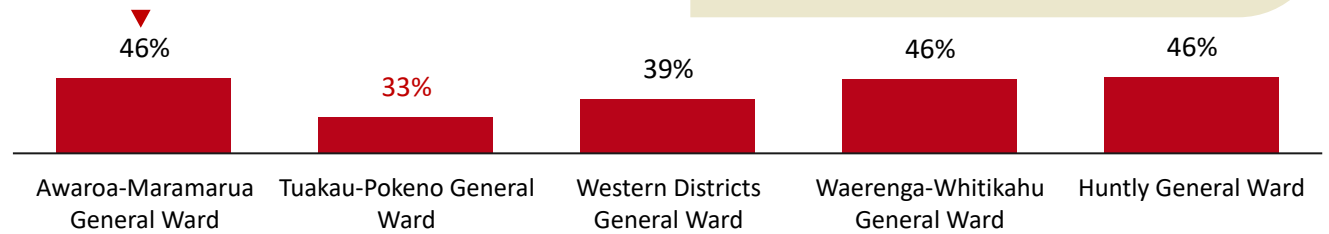
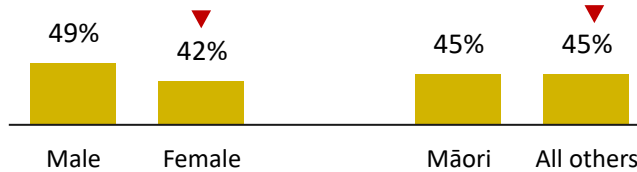
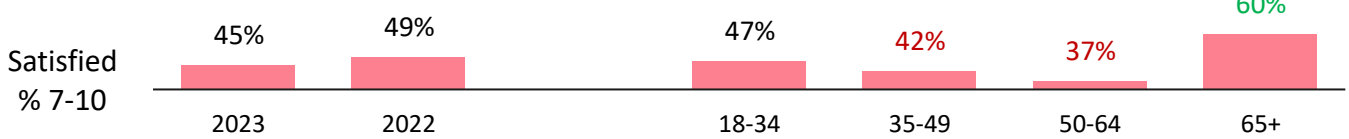
Overall satisfaction with the Council



Overall Performance



- Almost one-half of residents (45%) are satisfied with Council's *Overall performance*, a slight decline (-4%) when compared with the results from 2022.
- The main reasons stated for dissatisfaction related to issues around *Council engagement, Rubbish, Rates and Roading*.



- Residents aged 50-64 and female residents are the least satisfied, whilst those aged over 65 years are most satisfied.
- Significant year on year declines in satisfaction are evident for female residents, non-Māori and those in Awaroa-Maramarua and Newcastle-Ngaruawahia General wards.
- Residents in Tuakau-Pokeno are the least satisfied of all wards.

NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Male n=223; Female n=254;
4. Māori n=91; All others n=386;
5. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaiaingaroa General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
6. Excludes don't know response
7. OV1. When you think about Council overall, its image and reputation, the services and facilities it provides and the rates and fees that you pay, overall, how satisfied are you with the Waikato District Council.

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

General comments



- Many people in rural areas have a lot of recycling issues and unfortunately, not enough bins or areas to drop off. Rather than making people purchase more bins or littering occurring, have a reasonable size bin placed in an area that can be checked regularly.
- Stricter monitoring of controversial resource consents. Concern for urban sprawl on prime agricultural land.
- The rates are way too high for the services you provide. Considering that we have to pay weekly for our rubbish bags to be collected, and you expect us to do your job for you by sorting bottles and plastics out.
- Council needs to start having a "how can we make this happen" approach, rather than the current "how can we say no to this" approach. This may mean getting admin staff back in line and running the council from the top, not from the admin desk.



- Waikato District Council in many ways shows leadership that other councils lack. It does things before it needs to be reactive, like addressing water, ways to build more houses, and facilities. It works with Iwi and mana whenua for everyone's benefit. That makes me proud to be shining as an example for the nation.
- Pōkeno is a great place to live. The refuse and recycling people are doing a great job.
- I'm really keen to learn more about how to get more involved. We just moved here a year ago and there is probably lots of good stuff happening.
- Council staff have been very pleasant and helpful over problems with water leakage, rubbish dumped on the side of the road, bill queries, and change of email addresses.

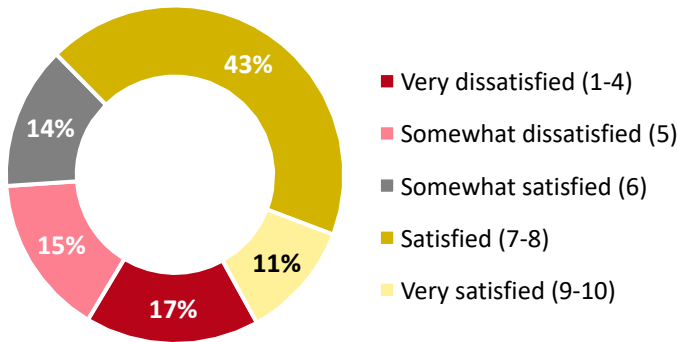
NOTES:

1. Sample: 2023 n=744;

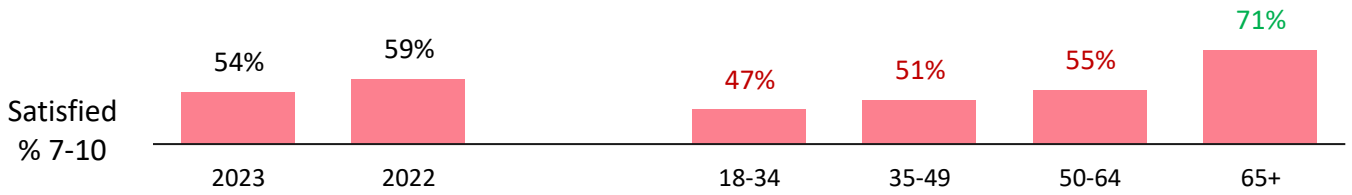
Document Set ID: 4184024 any comments or feedback that you would like to make? n=182

Version: 1, Version Date: 28/07/2023

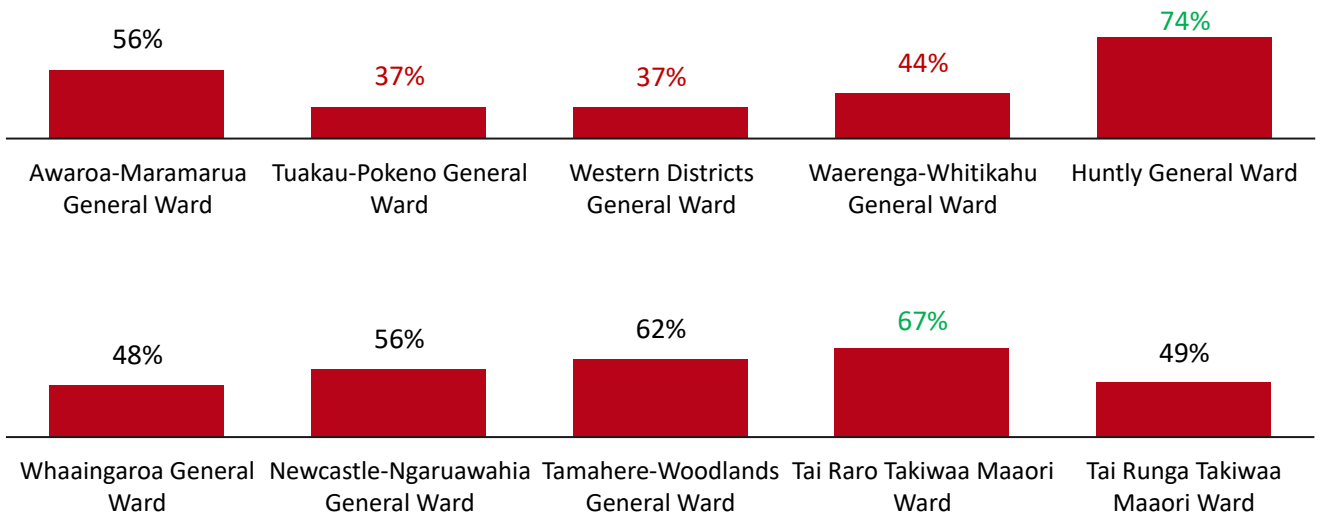
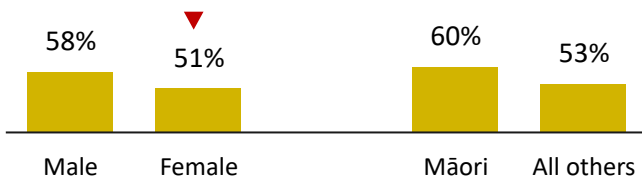
Overall core service delivery



- Just over one-half of residents (54%) are satisfied with the *Overall core service delivery*, with results showing a slight decline (-5%) since last year.
- Of the core services and facilities provided by the Council, *Roading* has the lowest satisfaction (35%), while *Customer service* has recorded the largest decrease (16%).



- Satisfaction varies according to age, gender and ethnicity and there is a large discrepancy in satisfaction with *Overall core service delivery* among residents from different wards.



NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Male n=223; Female n=254;
4. Māori n=91; All others n=386;
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6. Excludes don't know response
7. OVCRS. Now, thinking about ALL THE FACILITIES and SERVICES of the Waikato District Council taking into account facilities, water, parks and reserves, roading, waste management and other services,

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower



Reputation profile



Reputation Benchmarks

- Reputation benchmark is calculated by rescaling the *Overall reputation* measure to a new scale between -50 and +150 to improve granularity of the results.
- The benchmarking is done among different demographic groups to identify the communities that are least/most supportive of the Council.

Overall reputation benchmark:
2023: 64
2022: (67)



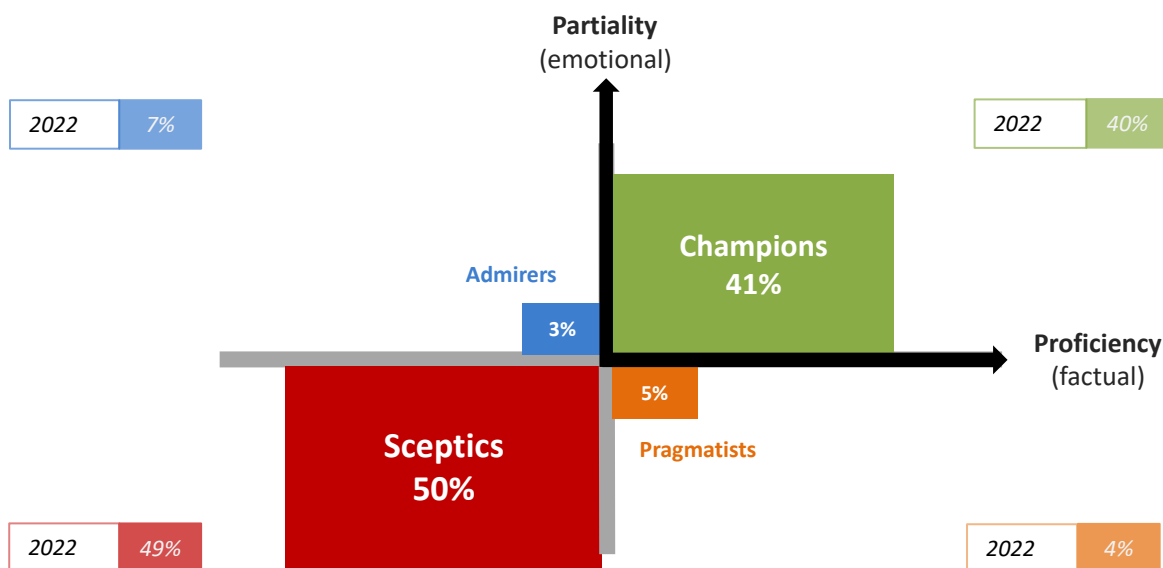
- *Overall reputation benchmark* remains within an Acceptable range in 2023 (64).
- Residents aged over 65 years register the highest reputation benchmark (84), whilst younger residents record significantly poorer scores.
- Residents those from Waerenga-Whitikahu General Ward, Huntly General Ward, Whaaingarua General Ward record poorer benchmark scores than other wards.

NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Male n=223; Female n=254;
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6. Excludes don't know response
7. services provided, and preparing for the future, how would you rate Waikato District Council for its OVERALL REPUTATION? n=477
8. The benchmark is calculated by rescaling the overall reputation measure to a new scale between -50 and +150 to improve granularity for the purpose of benchmarking

Key:
 >80 Excellent reputation
 60-79 Acceptable reputation
 <60 Poor reputation
 150 Maximum score

Reputation Profile



- *Admirers* of the Council include residents that have a positive emotional connection to the Council but believe performance could be better. 2022 sees a slight increase in the proportion of residents in this category.
- Those from Awaroa-Maramarua General Ward are more likely than other demographics to belong to this group (14%).

- *Champions* of the Council include residents that view the Council as competent and have a positive emotional connection to the Council. Those from Tai Raro Takiwaa Maaori Ward (59%) and Huntly General Ward (56%) are more likely than other demographics to belong to this group (14%).

- *Sceptics* of the Council include residents that do not value or recognise the performance of the Council and have doubts or a lack of faith in the Council’s abilities.
- Residents from Whaingaroa General Ward (69%), Tai Runga Takiwaa Maaori Ward (59%) and those aged 35-45 (54%) are more likely than other demographics to belong to this group

- *Pragmatists* of the Council include residents that are more fact based and less emotional in their connection to the Council, they typically rate performance favourably but trust and leadership poorly.
- Those from Newcastle-Ngaruawahia General Ward are more likely than other demographics to belong to this group (13%).

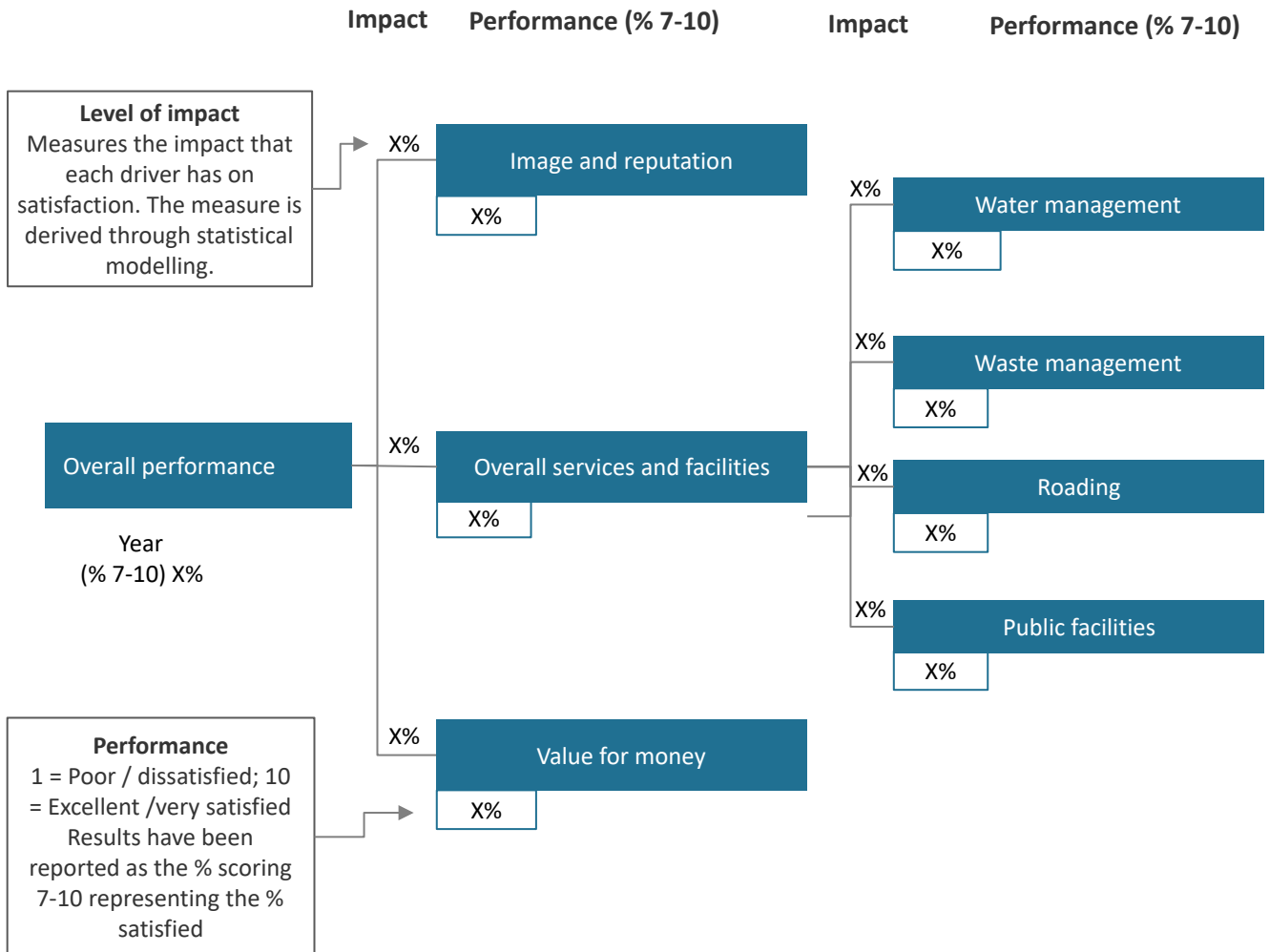
NOTES:

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6. Excludes don’t know response
7. REP1. How would you rate the Council for being committed to creating a great district, how it promotes economic development, being in touch with the community and setting clear direction; Overall, how would you rate the Council for its LEADERSHIP? n=354
8. REP2. Thinking about how open and transparent Council is, how council can be relied on to act honestly and fairly, and their ability to work in the best interests of the district, overall, how would you rate the Council in terms of the FAITH and TRUST you have in them? n=381
9. REP3. Now thinking about the Council’s financial management – how appropriately it invests in the district, how wisely it spends and avoids waste, and its transparency around spending -, how would you rate the Council overall for its FINANCIAL MANAGEMENT? n=303
10. REP4. When you think about everything that Council does, how would you rate the Council for the QUALITY OF THE SERVICES and FACILITIES it provides the Waikato District? n=417
11. REP5. So, everything considered, leadership, trust, financial management, quality of services provided, and preparing for the future, how would you rate Waikato District Council for its OVERALL REPUTATION? n=407.



Drivers of satisfaction
Priorities and opportunities

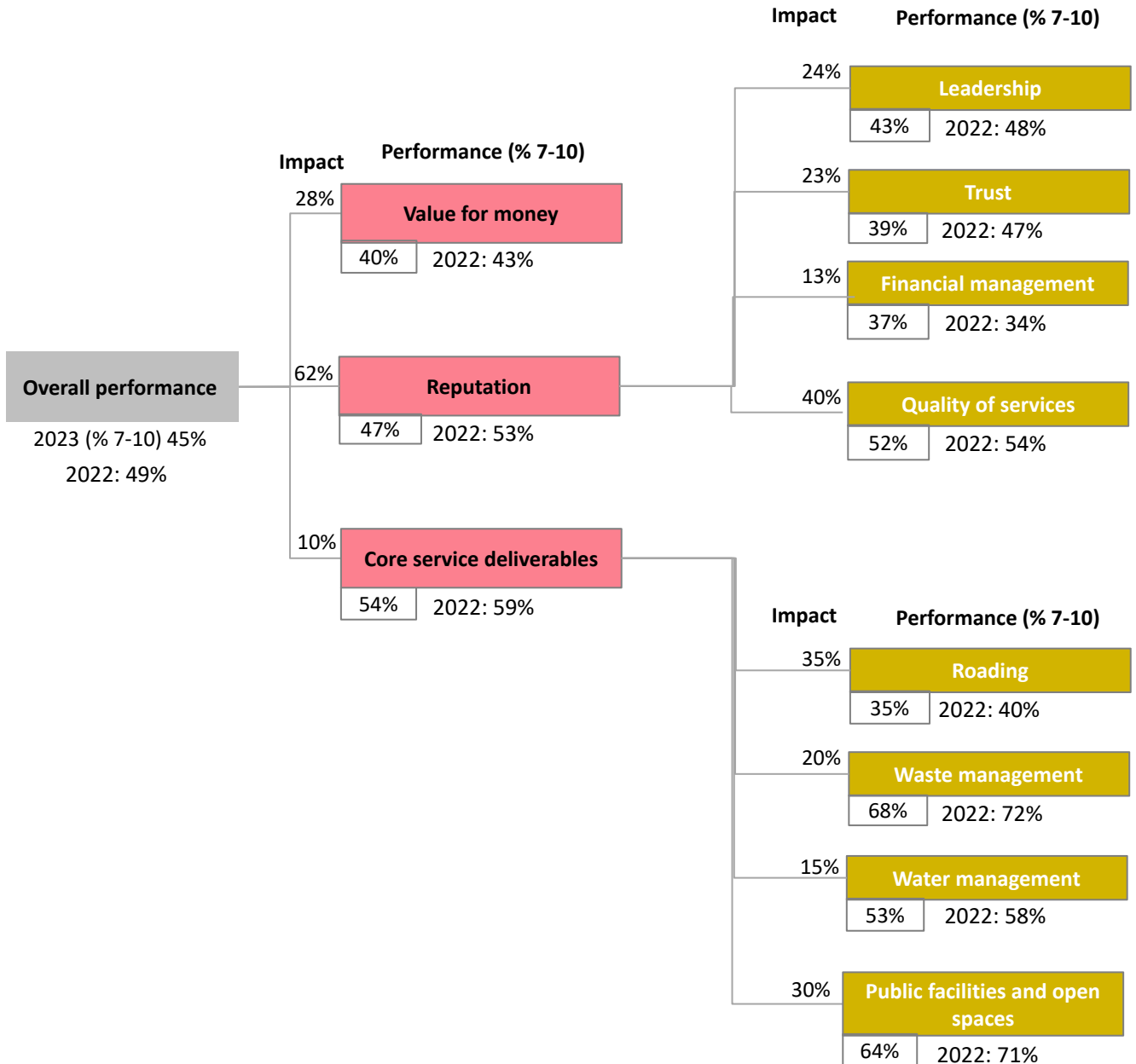
Introduction to the CVM driver model



Overview of our driver model

- Residents are asked to rate their perceptions of Council’s performance on the various elements that impact overall satisfaction. These processes must align with the customer facing services and processes to ensure they are actionable
- We use multiple regression analysis to identify how much different areas of services provided by Council impact overall perception. Impact scores represent how strong the connection is.
- For example, if impact score for one of the KPI’s is 50%, it means that increasing residents' perception in this area by 4% will increase perception of Overall performance by 2%, given all other factors remain unchanged.

Drivers of Perceptions of Waikato District Council Performance



- *Reputation* continues to have the most impact on how residents perceive Council's performance (62%), followed by *Value for money* (28%) and *Core service deliverables* (10%).
- Within *Reputation*, the area with most impact is *Quality of services* (40%).

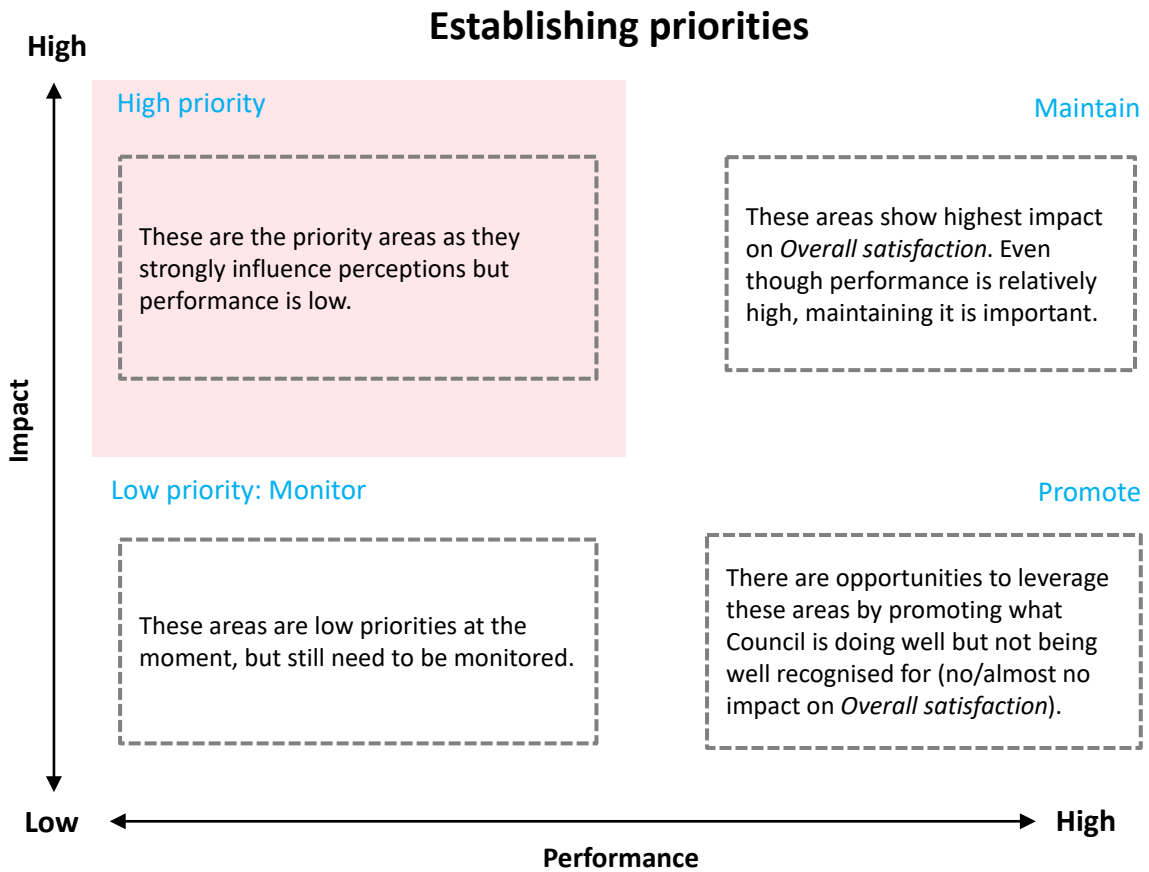
NOTES:

1. Sample: 2023 n=477; 2022 n=444

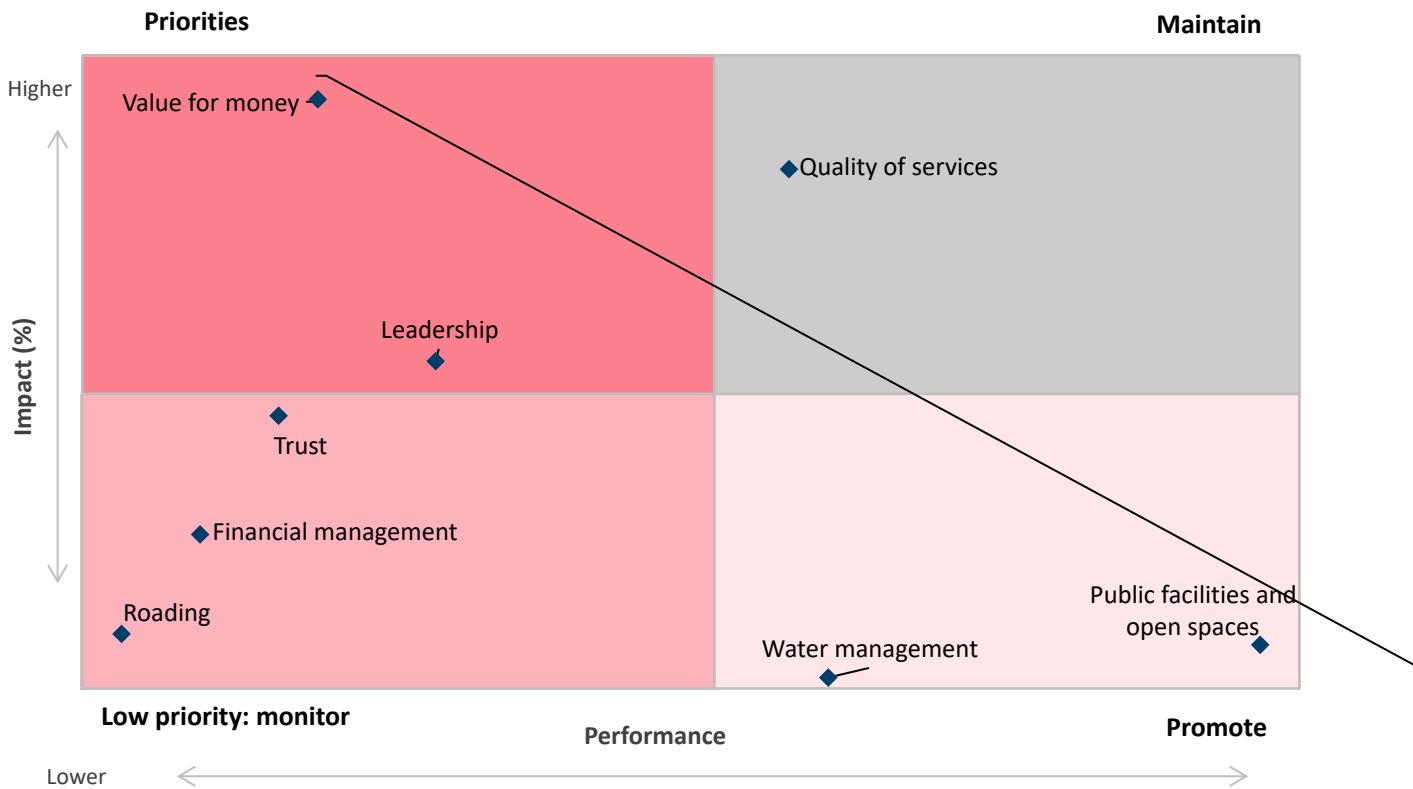
Document Set ID: 4184024 responses

Version: 1, Version Date: 28/07/2023

Establishing priorities - Matrix



Opportunities and priorities. Overall measures



P

Priorities

- Value for money*, especially on what services rates are spent on, is the main priority for the Council to work on. While residents rate satisfaction across all measures related to *Value for money* low, the verbatim comments indicate that residents would like to see more money spent on roading, as well as Council to focus on other core services as a priority.
- Leadership* is a second priority for Council to focus on. Residents believe that council needs to show more transparency in decision making and consider more consultation with the ratepayers.

P

Promote

- Some of the higher rated areas include *Water management* and *Public facilities and open spaces*.

M

Monitor

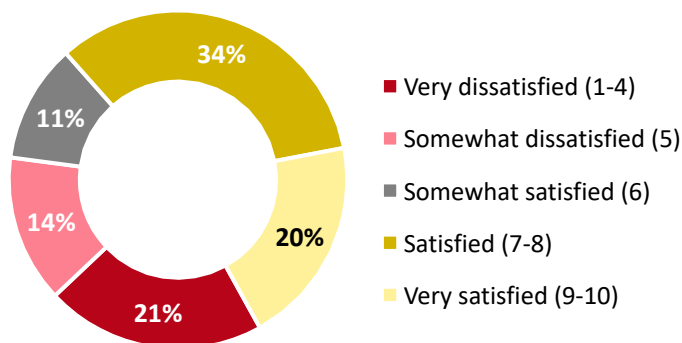
- There are three areas of performance that show the lowest satisfaction. However, at the moment they also have lower impact on *Overall performance*. Monitoring these and trying to make some improvements before these shift into the *Priorities* is important for the Council to manage future risks.



Water management: water supply, sewerage and stormwater

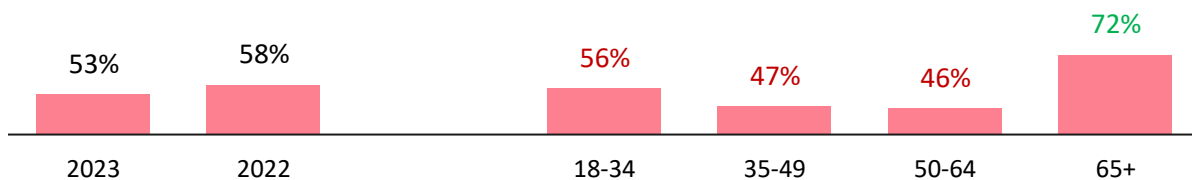


Overall water management

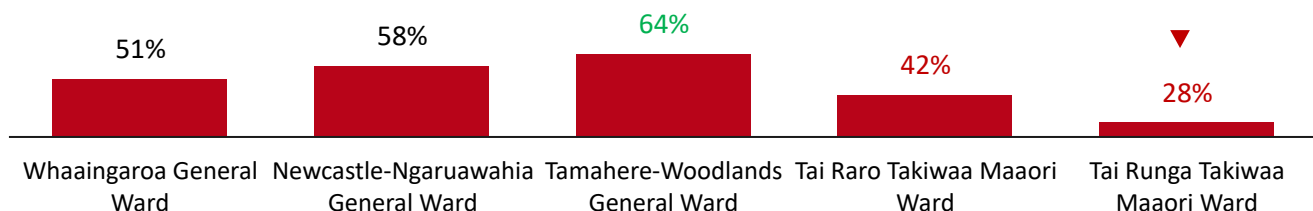
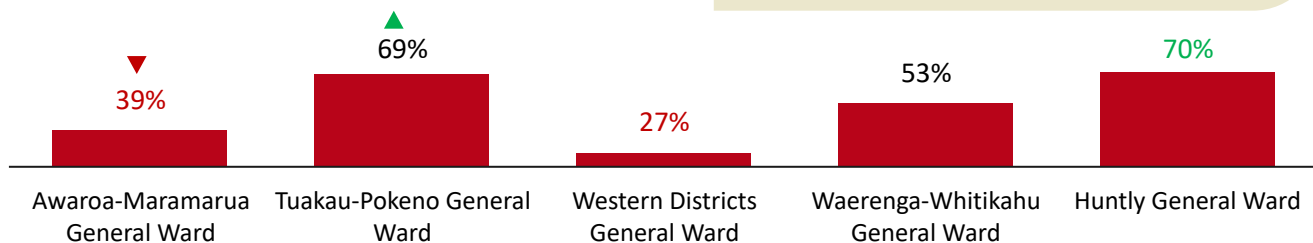
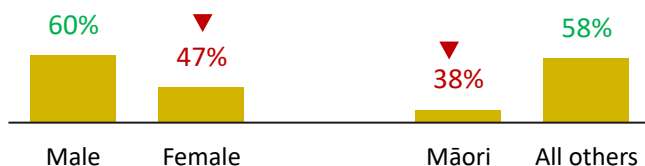


- Satisfaction with *Overall water management* remains relatively high (53%).
- The slight decline (-5%) is likely influenced by the severe weather events earlier in the year.

Satisfied % 7-10



- There is a large discrepancy in satisfaction between Māori (38%) and Others (58%).
- Significant variations in perceptions of *Overall water management* are evident by ward.



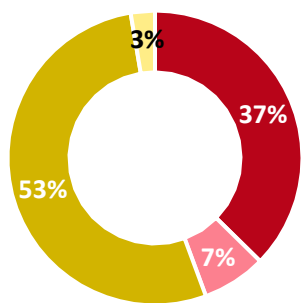
NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Male n=223; Female n=254;
4. Māori n=91; All others n=386;
5. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingaroa General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
6. Excludes don't know response
7. TW6. And overall, when you think about the supply of water, stormwater collection and the sewerage system, how would you rate your satisfaction with Council overall for its management of water in the

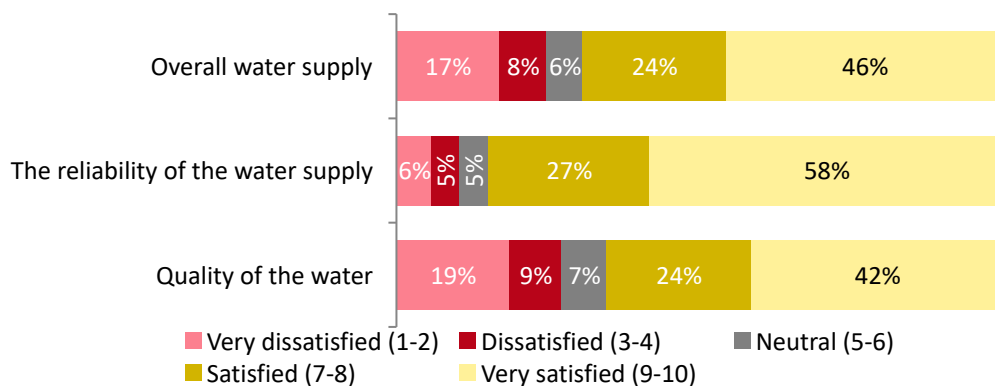
Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Water management: water supply



- A town / city supply
- A rural water scheme
- Your own collection system
- Other



Scores 7-10	2023	2022	Māori	Non-Māori
Overall water supply	69%	68%	59%	74%
The reliability of the water supply	85%	84%	79%	87%
Quality of the water	65%	61%	45%	74%

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
Overall water supply	-	70%	-	82%	74%
The reliability of the water supply	-	90%	-	91%	88%
Quality of the water	-	67%	-	82%	64%

Scores 7-10	Whaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
Overall water supply	81%	68%	85%	56%	50%
The reliability of the water supply	92%	79%	89%	82%	60%
Quality of the water	86%	72%	85%	46%	32%

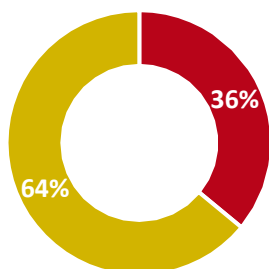
- Satisfaction with the measures related to *Water supply* remain high and on par with the results recorded in 2022.
- Those belonging to Tai Runga Takiwaa Maaori Ward show significantly lower satisfaction than residents from the other wards, especially when it comes to perception of the Quality of water.

NOTES:

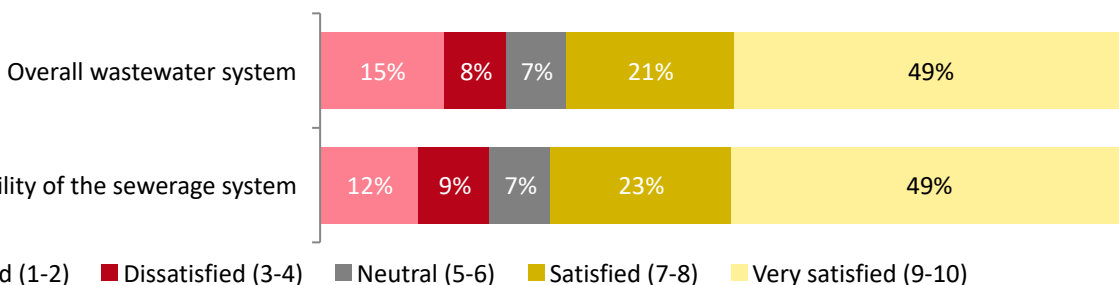
1. Sample: 2023 n=477; 2022 n=444;
2. Māori n=91; All others n=386;
3. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingarua General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44
4. Excludes don't know response

- ▲ Year-on-year Significantly higher
- ▼ Year-on-year Significantly lower
- ▲ Between demographics Significantly higher
- ▼ Between demographics Significantly lower

Water management: wastewater system



■ Connection to the town wastewater system
■ Your own septic tank



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10)

Scores 7-10	2023	2022	Māori	Non-Māori
Overall wastewater system	70%	74%	60%	74%
The reliability of the wastewater system	71%	74%	61%	76%

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
Overall wastewater system	-	78%	-	71%	88% ▲
The reliability of the wastewater system	-	78%	-	71%	92%

Scores 7-10	Whaingaroa General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
Overall wastewater system	39%	59%	100%	70%	48%
The reliability of the wastewater system	53%	59%	78%	72%	50%

- *The Wastewater system* and its *Reliability* are evaluated highly among residents who are connected to the town supply with seven in ten satisfied with both measures. There is a slight year on year decline (-4%).
- *The proportion of residents connected to the wastewater system in rural areas affect these results when comparing wards.*

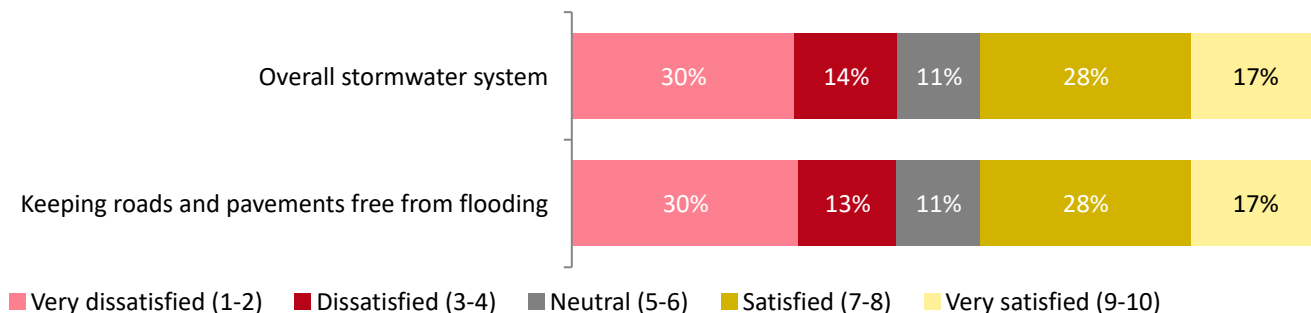
NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. Māori n=91; All others n=386;
3. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingaroa General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44
4. Excludes don't know response
5. TW4. Which of the following best describes the sewerage system you use? n=461
6. TW5. Thinking about the Council's management of its sewerage (wastewater) system, how would you

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Water management: stormwater system and drainage



Scores 7-10	2023	2022	Māori	Non-Māori
Overall stormwater system	45%	50%	39%	47%
Keeping roads and pavements free from flooding	45%	50%	36%	48%

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
Overall stormwater system	34%	51%	20%	56%	38%
Keeping roads and pavements free from flooding	31%	49%	34%	58%	38%

Scores 7-10	Whaingaroa General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
Overall stormwater system	58%	44%	54%	46%	31%
Keeping roads and pavements free from flooding	61% ▼	48%	54%	43%	27%

- Just under one-half of respondents (45%) were satisfied with both the *Overall stormwater system* and *Keeping roads and pavements free from flooding*, both slightly declining (-5%) since 2022.
- Residents of the Waerenga-Whitikahu General Ward, Whaingaroa General Ward and Tamahere-Woodlands General Ward were significantly more satisfied than other wards and Tai Runga Takiwaa Maaori Ward in particular when reporting on *Keeping roads and pavements free from flooding*.

NOTES:

1. Sample: 2023 n=477; 2022 n=444;
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3. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingaroa General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44
4. Excludes don't know response

Year-on-year
▲ Significantly higher
▼ Significantly lower

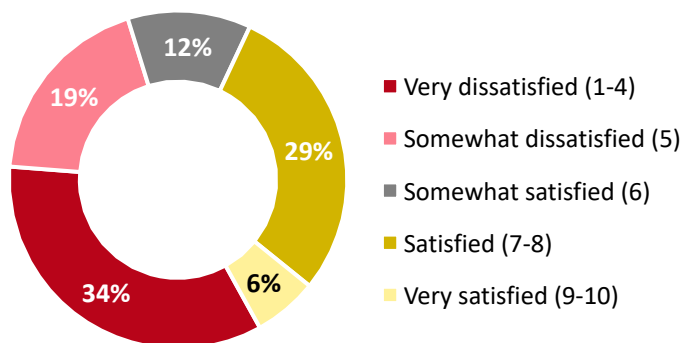
Between demographics
▲ Significantly higher
▼ Significantly lower



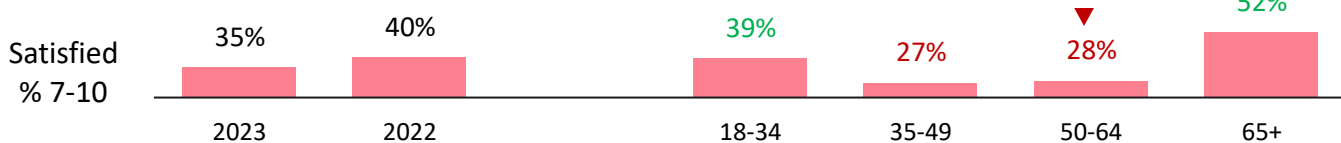
Roads and footpaths



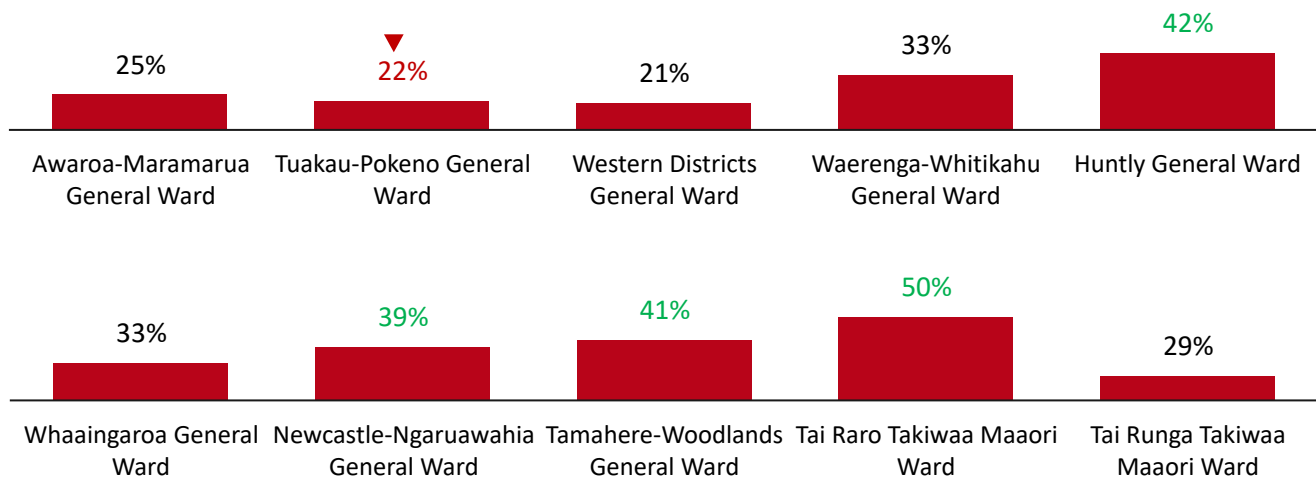
Overall roading related infrastructure



• More residents are dissatisfied (53%) than satisfied (35%) with *Roading and footpaths* with the results showing a slight decline since 2022.



• Satisfaction is significantly lower for those aged 35-64, female residents and those living in the Tuakau-Pokeno ward.



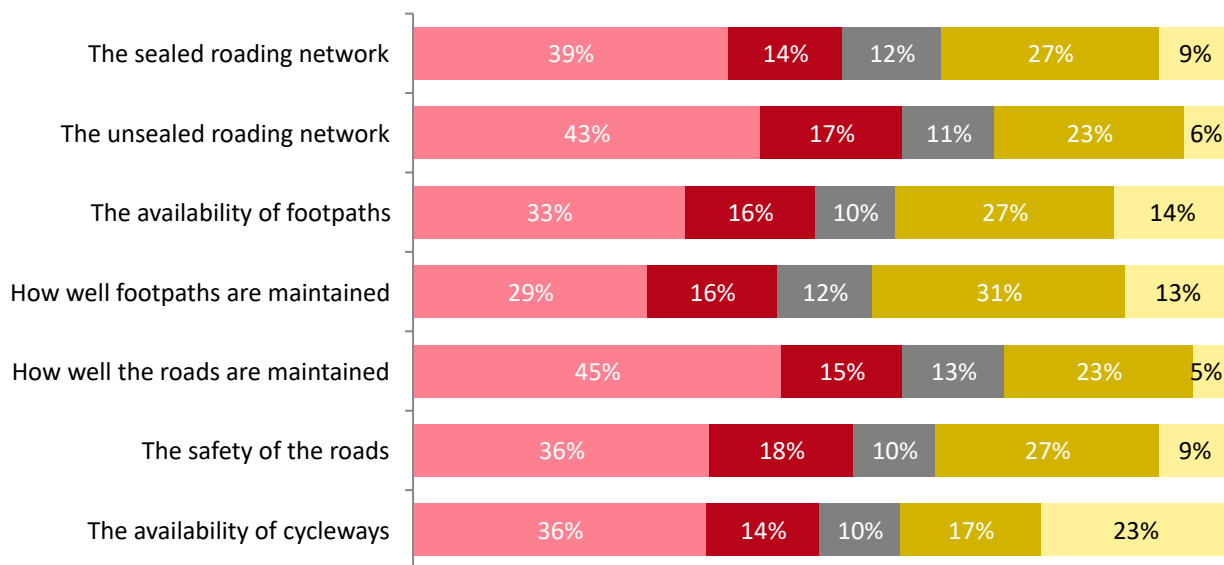
NOTES:

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- Excludes don't know response
- RF3. Thinking about the roading and footpaths of the Waikato District Council how would you rate

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Roads, footpaths and cycleways



Very dissatisfied (1-2) Dissatisfied (3-4) Neutral (5-6) Satisfied (7-8) Very satisfied (9-10)

Scores 7-10	2023	2022	Māori	Non-Māori
The sealed roading network	35% ▼	47%	33%	36% ▼
The unsealed roading network	29%	31%	22%	31%
The availability of footpaths	41%	43%	40%	41%
How well footpaths are maintained	44%	46%	42%	44%
How well the roads are maintained	28%	33%	26%	28%
The safety of the roads	36% ▼	48%	37%	36% ▼
The availability of cycleways	40%	36%	41%	40%

- Respondents were least satisfied with the *Unsealed road network* (29%) and *How well the roads are maintained* (28%), whilst the *Sealed road network* and the *Safety of the roads* both recorded significant year on year declines (-12%, each).
- When analysed by ward, there are both significant year on year decreases and significant variations in the satisfaction noted with all aspects of this service category.
- Verbatim responses received indicate many issues with *Roading condition* and *Maintenance* as well as *Potholes*, likely reflecting the challenges from recent weather events.

NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. Māori n=91; All others n=386;
3. Excludes don't know response
4. RF1. Now thinking about roads provided by Waikato District Council roads - excluding State Highways which are not Council managed roads - how satisfied are you with...?.. n=456

Year-on-year Between demographics
▲ Significantly higher ▲ Significantly higher
▼ Significantly lower ▼ Significantly lower

Roads, footpaths and cycleways (continued)

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
The sealed roading network	22%	24%	21%	30%	43%
The unsealed roading network	15%	22%	6%	21%	63% ▲
The availability of footpaths	33%	40%	44%	43%	56%
How well footpaths are maintained	32% ▼	43%	50%	36%	41%
How well the roads are maintained	20%	15% ▼	16%	18%	38%
The safety of the roads	20%	28%	21%	33%	52%
The availability of cycleways	40%	23%	41%	58%	33%

Scores 7-10	Whaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
The sealed roading network	55%	38%	45% ▼	38%	30%
The unsealed roading network	28%	34%	37%	26%	27%
The availability of footpaths	41% ▲	30% ▼	49%	46%	34%
How well footpaths are maintained	44%	46%	57%	46%	38%
How well the roads are maintained	39%	30%	31% ▼	37%	28%
The safety of the roads	30%	38%	45% ▼	45%	36%
The availability of cycleways	12%	42%	52%	40%	47%

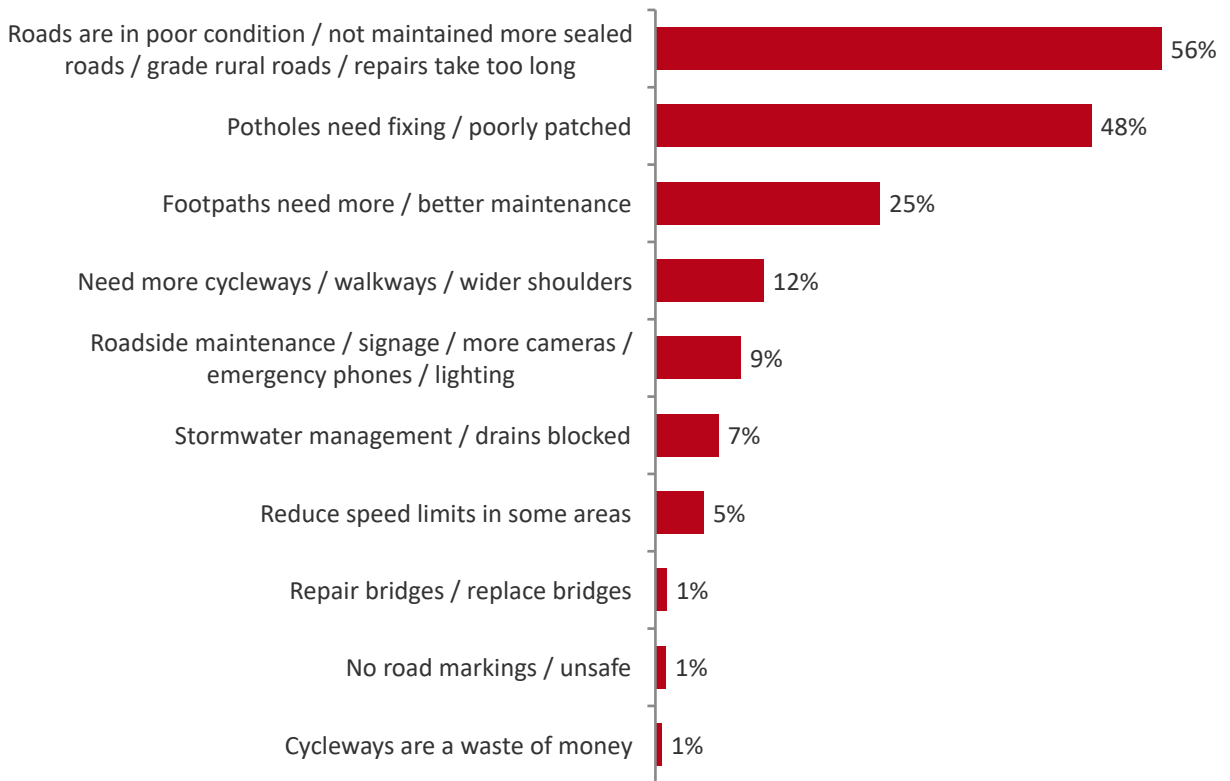
NOTES:

- Sample: 2023 n=477; 2022 n=444;
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- Excludes don't know response
- RF1. Now thinking about roads provided by Waikato District Council roads - excluding State Highways managed roads - how satisfied are you with...?... n=456

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Comments on improvements of roading infrastructure



- *I live opposite Whatawhata School and the speed limit is 70 kilometres. The footpaths in my area are not good.*
- *There are huge potholes on unsealed metal roads on Kawhia Road, trees hanging, and trees fallen and left scattered on side of the roads. On the sealed road to Raglan, you have to dodge potholes and the roads to Waitetuna Valley has potholes.*
- *We need footpaths and better stormwater drainage. We are paying a huge amount in rates yet have no footpaths for safety, road flooding issues, and potholes in the roads.*
- *Potholes need to be repaired to last more than just a month, especially the ones as you come into the township of Te Kauwhata.*
- *The speed limits are too high for twisting rural roads. Potholes are more and more evident. This said, I admire and support the road crews and their efforts. As far as footpaths and cycleways, there should always be more and more; cars and trucks should not be the arbiter of throughways. Less polluting walkway options and less risky cycleways would be wonderful.*
- *Too much focus on cycleways by all councils. Waste of money and resources, just a virtue signaling exercise.*
- *Waipuna Road, Waerena. The unsealed road always has potholes, poor and infrequent grading. Large rocks, should be rolled. Road edges are never mowed.*
- *There's no understanding of cycleways. New developments should have had a wide cycle and walkway, separate from the vehicle roads.*
- *Notified Council about dangerous potholes on roads in February 2020 and not fixed until late 2022. By which time, more substance on the road and not repaired.*

NOTES:

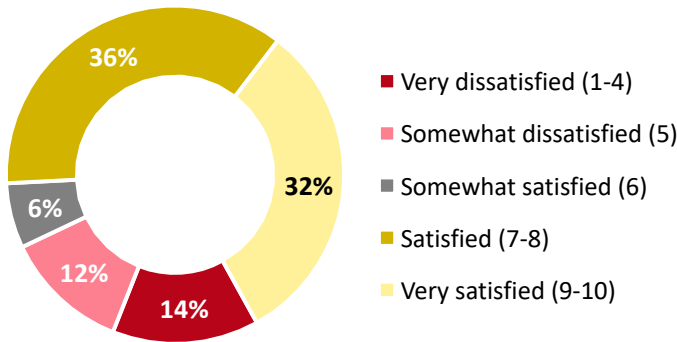
1. Sample: 2023 n=477.
2. RF2. If you are very dissatisfied with any aspects regarding Council roads and footpaths, i.e., rated them 1 or 2 out of 10 above, can you tell us why you are not satisfied? (Please provide as much detail as possible, including where the problem occurred e.g., road name where applicable) n=142



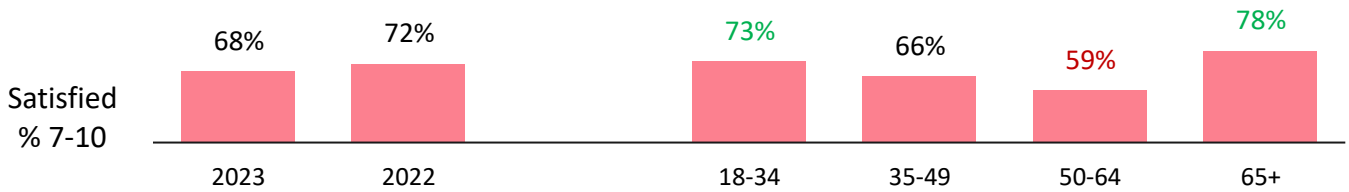
Waste management and waste minimisation



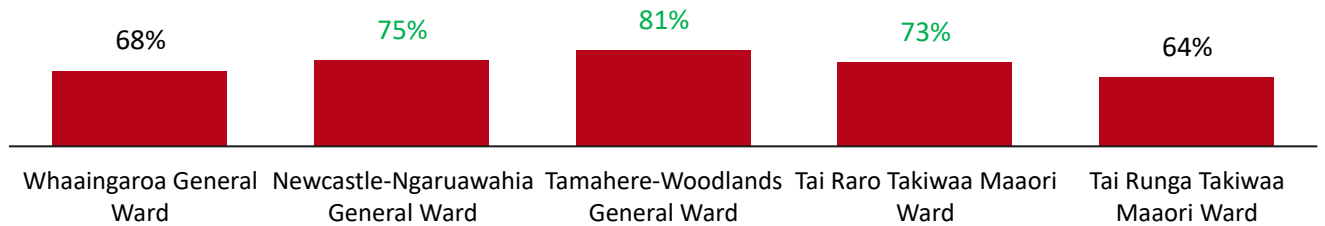
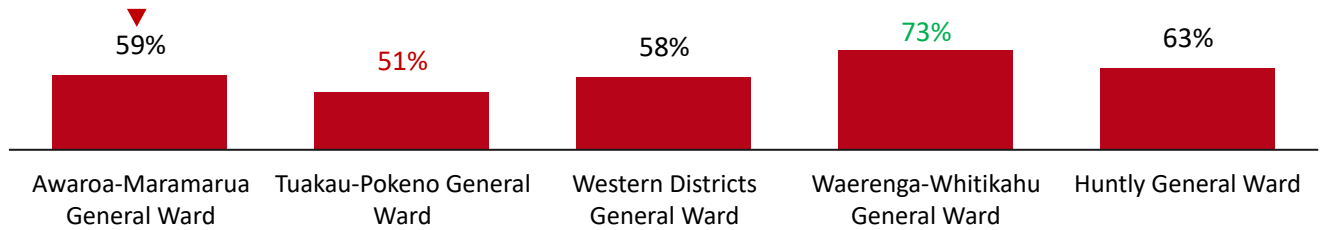
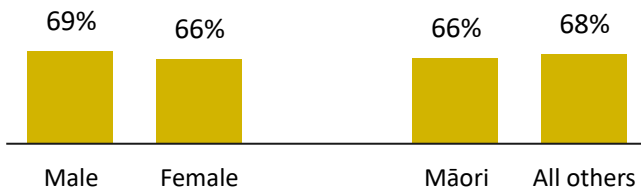
Overall waste management



- Waste management is one of the highest performing areas in 2023 with close to two in three residents (68%) satisfied with Overall waste management, a slight decrease since 2022



- Residents aged 35 – 64 were significantly less likely to be satisfied with Overall waste management.
- Satisfaction varied significantly by ward, with the lowest satisfaction recorded in Tuakau-Pokeno and the highest satisfaction in Tamahere-Woodlands.



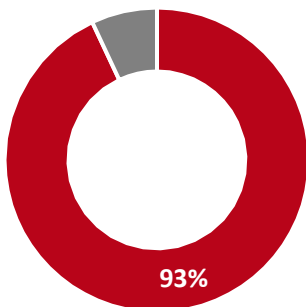
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- Excludes don't know response
- WM3. Thinking about the WASTE MANAGEMENT of the Waikato District Council, considering rubbish bag collection, recycling services and litter bins, how would you rate Waikato District Council for its

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

Satisfaction with waste management

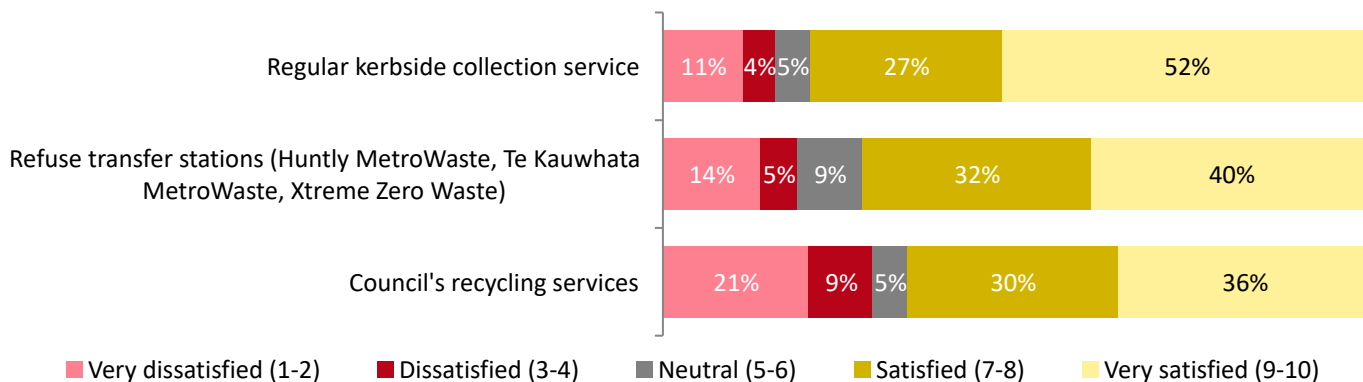


Does the Waikato Council provide a regular rubbish and recycling service where you live?

■ Yes ■

Yes	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
Council provide a regular rubbish and recycling collection service	93%	100%	75%	79%	100%

Yes	Whaaingaroa General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
Council provide a regular rubbish and recycling collection service	68%	100%	97%	99%	89%



- Waikato District Council provides a regular rubbish and recycling collection service to 93% of respondents. Residents of the Whaaingaroa General Ward, Western Districts General Ward and Waerenga-Whitikahu General Ward have the least claimed coverage.
- Respondents were most satisfied with the *Regular kerbside collection* (79%) while *Refuse transfer stations* has significantly improved year on year (+12%).

NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaaingaroa General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
3. Excludes don't know response
4. WM1. Does the Waikato Council provide a regular rubbish and recycling collection service where you live? n=472

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Satisfaction with waste management (continued)

Scores 7-10	2023	2022	Māori	Non-Māori
Regular kerbside collection service	79%	80%	79%	79%
Refuse transfer stations (Huntly MetroWaste, Te Kauwhata MetroWaste, Xtreme Zero Waste)	72% ▲	60%	72% ▲	72%
Council's recycling services	66%	68%	59%	67%

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
Regular kerbside collection service	68% ▼	59%	65%	75%	95%
Refuse transfer stations (Huntly MetroWaste, Te Kauwhata MetroWaste, Xtreme Zero Waste)	81%	29%	39%	75%	75%
Council's recycling services	74%	39%	49%	74%	65%

Scores 7-10	Whaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
Regular kerbside collection service	79%	82%	89%	86%	82%
Refuse transfer stations (Huntly MetroWaste, Te Kauwhata MetroWaste, Xtreme Zero Waste)	79%	55%	83%	79%	74% ▲
Council's recycling services	72%	71%	77%	62%	61%

NOTES:

- Sample: 2023 n=477; 2022 n=444;
- Māori n=91; All others n=386;
- Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingarua General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44
- Excludes don't know response

Year-on-year
▲ Significantly higher
▼ Significantly lower

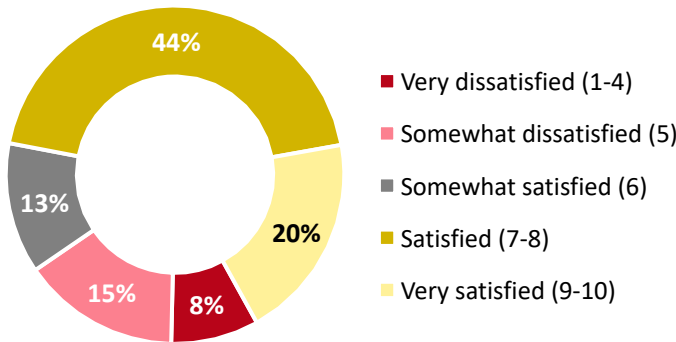
Between demographics
▲ Significantly higher
▼ Significantly lower



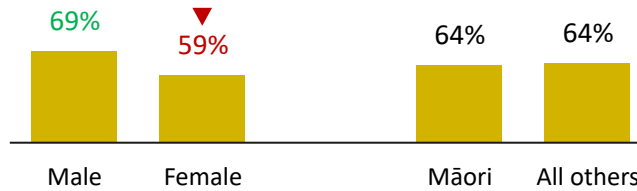
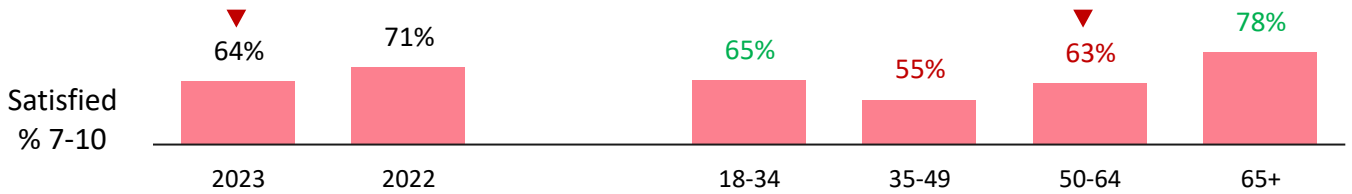
Public Facilities



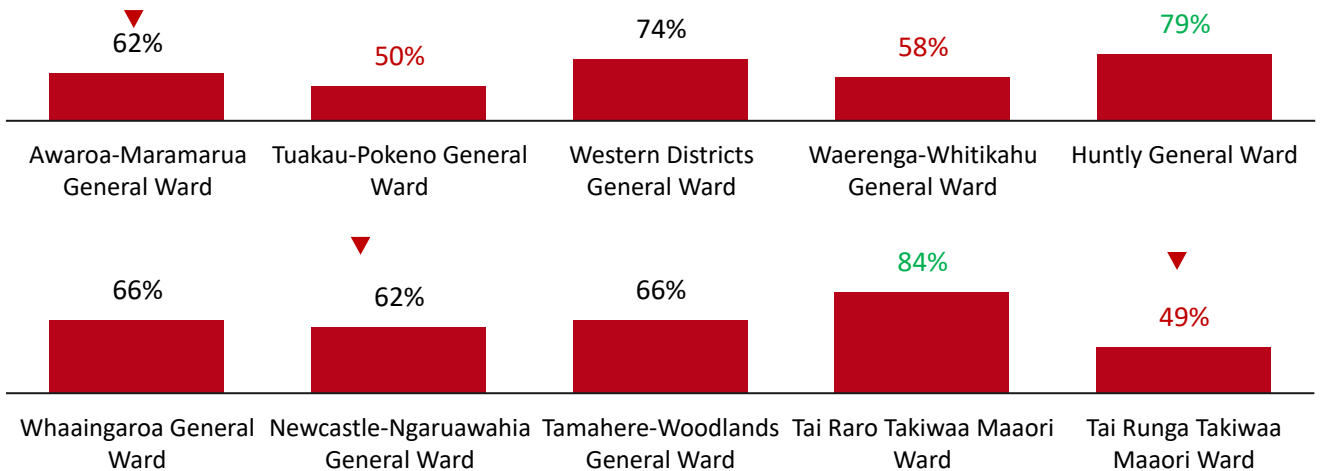
Satisfaction with public facilities



- Whilst just over six in ten respondents (64%) are satisfied with *Public facilities*, this is a significant decline (-7%) from 2022.
- The year-on-year decline is most noticeable among those aged 50-64, and those in Awaroa-Maramarua, Newcastle-Ngaruawahia and Tai Runga Takiwaa Maaori wards.



- Residents in the 18-34 and 65+ age categories were significantly more likely to be satisfied with the *Public facilities* than residents aged 35-64.
- Significant differences in satisfaction are seen across the various wards in the District.



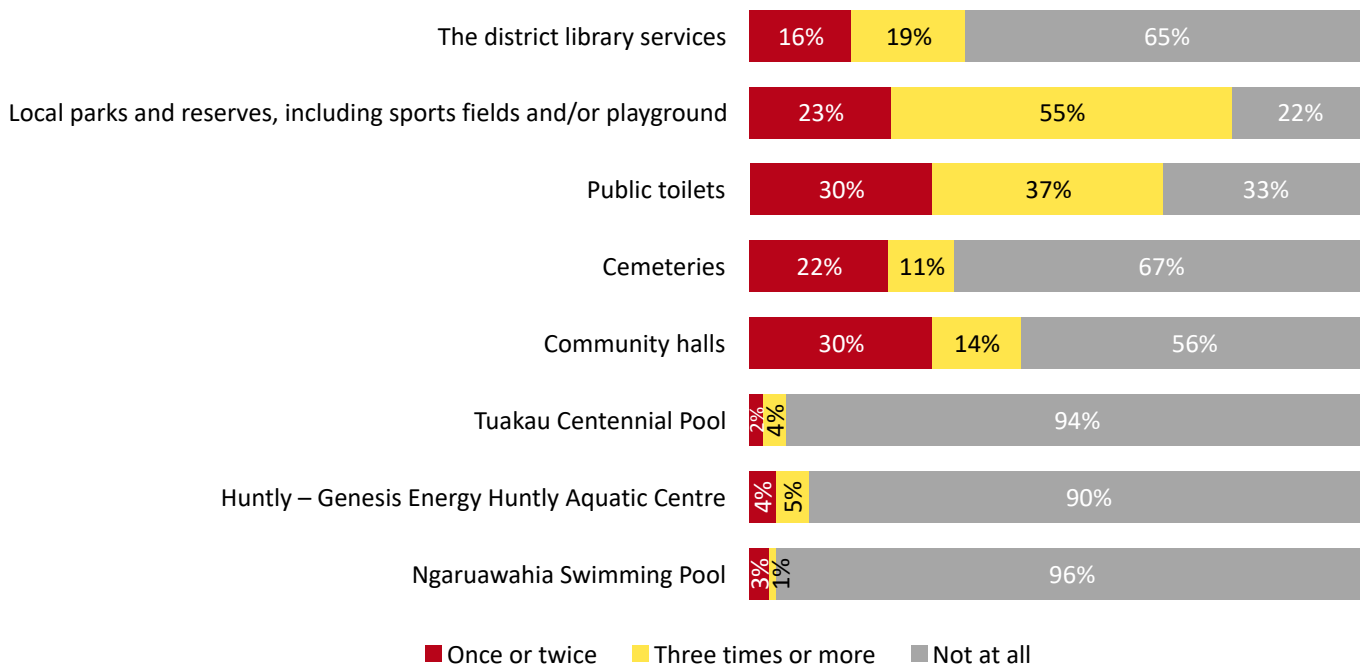
NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Male n=223; Female n=254;
4. Māori n=91; All others n=386;
5. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingarua General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
6. Excludes don't know response
7. FS4. Thinking about the FACILITIES provided by the Waikato District Council considering things like libraries, parks and reserves, including sports fields and playgrounds, public toilets, cemeteries, community halls and swimming pools overall, how would you rate Waikato District Council for the

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Public facilities - visitation



Usage / visitation	2023	2022	Māori	Non-Māori	18-34	35-49	50-64	65+
The district library services	35%	36%	40%	34%	29%	40%	28%	48%
Local parks and reserves, including sports fields and/or playground	78%	82%	86%	76%	83%	85%▼	67%	77%
Public toilets	67%	67%	76%	65%	66%	74%	68%	56%
Cemeteries	33%	36%	58%	26%	36%	34%	29%▼	35%
Community halls	44%	44%	52%	42%	39%	54%	35%	50%
Tuakau Centennial Pool	6%	3%	14%	4%	5%	9%▼	6%	2%
Huntly – Genesis Energy Huntly Aquatic Centre	10%	9%	22%	6%	10%	11%	9%	8%
Ngaruawahia Swimming Pool	4%	3%	8%	3%	4%	8%	3%	1%

- Local parks and reserves, Public toilets and Community halls are the facilities most used (78%, 67% and 44% respectively).
- Visitation levels are broadly consistent with 2022.

NOTES:

- Sample: 2023 n=477;
- 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
- Māori n=91; All others n=386;
- Excludes don't know response
- FS1. In the last year, how frequently have you used the following services provided by the Waikato District Council? n=477

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Public facilities - visitation

Usage / visitation	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
The district library services	6%	35%	60% ▲	35%	75%
Local parks and reserves, including sports fields and/or playgrounds	65%	75% ▼	81%	77%	72%
Public toilets	59%	62%	67%	60% ▼	77%
Cemeteries	17%	21%	32%	37%	37%
Community halls	39%	36%	62%	55%	58%
Tuakau Centennial Pool	3%	23% ▲	-	-	4%
Huntly – Genesis Energy Huntly Aquatic Centre	-	2%	11%	5% ▼	42% ▲
Ngaruawahia Swimming Pool	-	-	-	-	8%

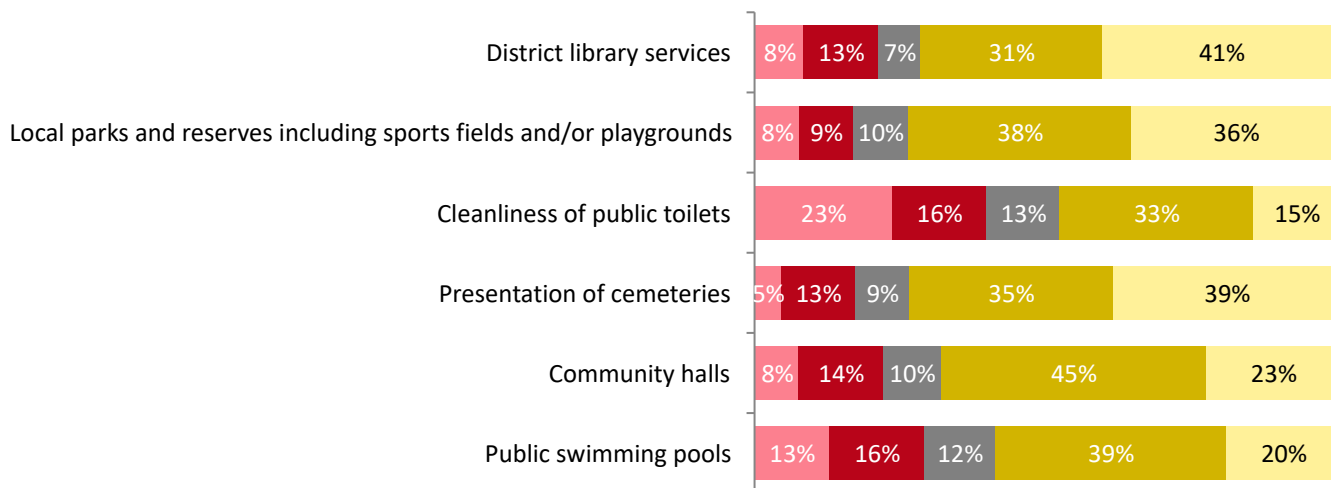
Usage / visitation	Whaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
The district library services	56%	36%	16%	39% ▼	30%
Local parks and reserves, including sports fields and/or playgrounds	96%	76%	84%	79% ▼	84%
Public toilets	87%	70% ▲	62%	66%	70%
Cemeteries	25%	35%	27%	48%	59%
Community halls	56%	29%	43%	53%	37%
Tuakau Centennial Pool	-	2%	-	18%	6%
Huntly – Genesis Energy Huntly Aquatic Centre	-	7%	-	28%	12%
Ngaruawahia Swimming Pool	-	11% ▲	-	-	19%

NOTES:

- Sample: 2023 n=477; 2022 n=444;
- Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingarua General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
- Excludes don't know response
- FS1. In the last year, how frequently have you used the following services provided by the Waikato District Council?

▲ Year-on-year Significantly higher
▼ Year-on-year Significantly lower
▲ Between demographics Significantly higher
▼ Between demographics Significantly lower

Satisfaction (Overall)



Very dissatisfied (%1-2) Dissatisfied (%3-4) Neither (%5-6) Satisfied (%7-8) Very satisfied (%9-10)

Scores 7-10	2023	2022	Satisfaction among Users	Satisfaction among Non-users
District library services	72%	78%	90%	55%
Local parks and reserves including sports fields and/or playgrounds	74%	79%	77%	53%
Cleanliness of public toilets	48% ▼	56%	51% ▼	31%
Presentation of cemeteries	74%	72%	76%	70%
Community halls	68%	73%	77%	49%
Public swimming pools	59%	62%	75%	49%

- Residents were most satisfied with *Local parks and reserves including sports fields and/or playgrounds* and *Presentation of cemeteries* (74%, 74%).
- However, *Cleanliness of public toilets* received the lowest satisfaction rating (48%) and also recorded a statistically significant decrease over the past 12 months.
- Significant variation is evident by demographic group and location, suggesting an uneven standard of, and experience with, facilities across the District.
- Verbatim comments reveal a particular issue with sanitation (*Public toilets not cleaned / bins overflowing / not safe*).

NOTES:

- Sample: 2023 n=477; 2022 n=444;
- Excludes don't know response
- FS2. Thinking about the follow public facilities, how satisfied are you with...? (It does not matter whether you use the facility or not, it is your opinion that counts) n=410

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Public facilities – Satisfaction (Overall)

Scores with % 7-10	2023	2022	Māori	Non-Māori	18-34	35-49	50-64	65+
District library services	72%	78%	65% ▼	74%	69%	68%	71%	83%
Local parks and reserves including sports fields and/or playgrounds	74%	79%	67%	76%	73%	66% ▼	75%	85%
Cleanliness of public toilets	48%	56%	39%	51%	37%	44% ▼	53% ▼	67%
Presentation of cemeteries	74% ▼	72%	65%	77%	73%	70%	67%	92%
Community halls	68%	73%	61%	71% ▼	66%	63%	67%	83%
Public swimming pools	59%	62%	57%	60%	53%	67%	49%	78%

Scores with % 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
District library services	62% ▼	70%	84%	59%	93%
Local parks and reserves including sports fields and/or playgrounds	78%	63%	86%	72%	70%
Cleanliness of public toilets	38% ▼	34%	41%	36%	67%
Presentation of cemeteries	65%	70%	70% ▲	83%	77%
Community halls	56% ▼	60%	89%	78%	80%
Public swimming pools	61%	58% ▲	45%	49%	69%

Scores with % 7-10	Whaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
District library services	85%	75%	66%	68% ▼	65%
Local parks and reserves including sports fields and/or playgrounds	80%	79%	85%	61% ▼	70%
Cleanliness of public toilets	84%	48%	48%	48%	38%
Presentation of cemeteries	83%	76%	80%	65%	65%
Community halls	82%	56% ▼	80%	63%	59%
Public swimming pools	53%	60%	60%	66%	50%

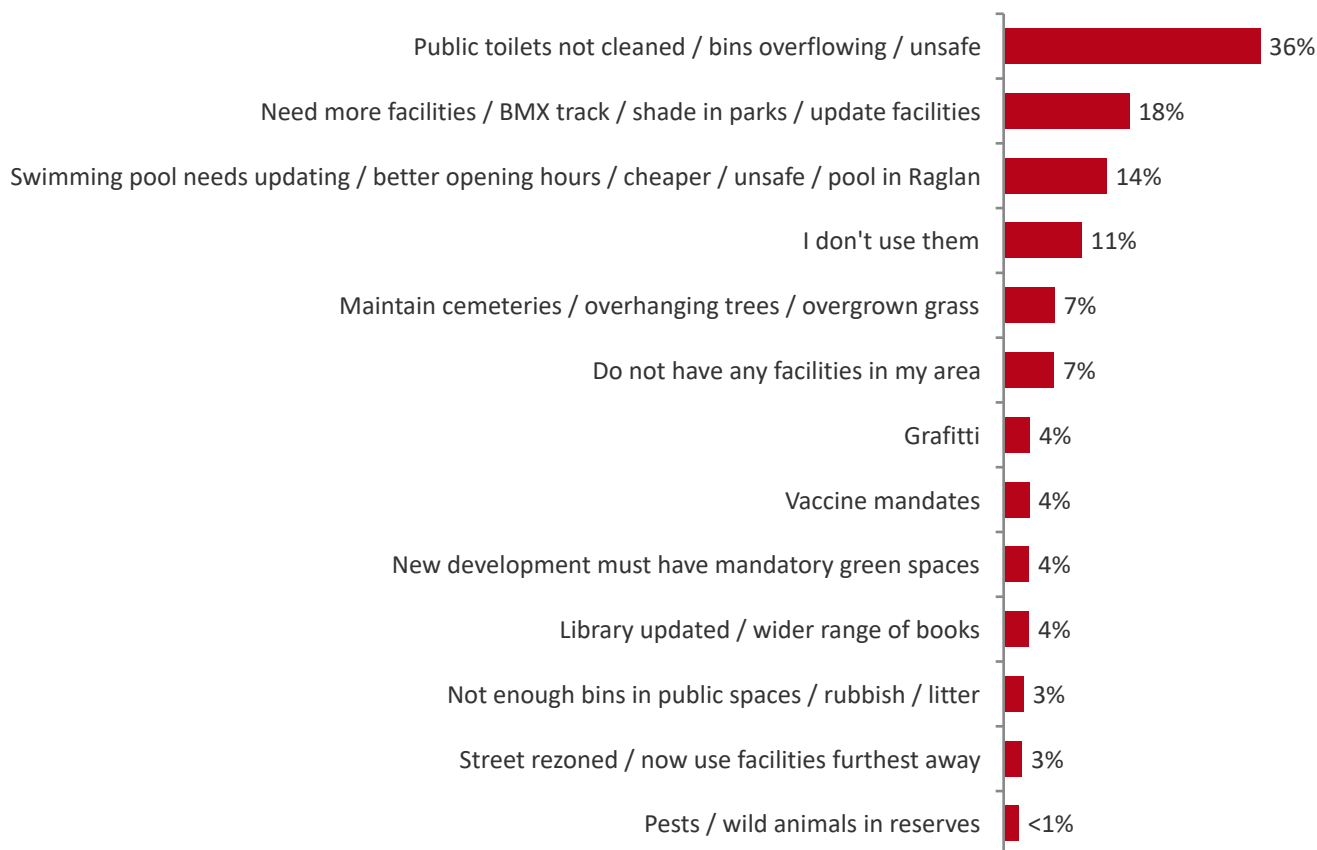
NOTES:

- Sample: 2023 n=477; 2022 n=444;
- 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
- Male n=223; Female n=254;
- Māori n=91; All others n=386;
- Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingarua General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
- Excludes don't know response
- FS2. Thinking about the follow public facilities, how satisfied are you with...? (It does not matter whether you used them or not, it is your opinion that counts)

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Comments on dissatisfaction with public facilities



- *The local park in Pōkeno is very dirty because there are no rubbish bins. There is rubbish all over the ground and field.*
- *The toilets are always disgusting, and the sanitary bins provided are overflowing with menstrual waste.*
- *The swimming pools are not open enough. The public toilets in parking areas are always being vandalised, rubbish left everywhere, broken doors and the toilets themselves. The halls are not used very often. I value the libraries because the staff are very supportive and informative and I am able to use the facilities, computers, print and photocopying.*
- *The majority mentioned are a long way from where I live. I believe we should be in the Waipā or Hamilton Council zone as we use the council facilities in these areas. We will never use the facilities in the areas mentioned in this survey. It makes no sense for us to pay rates to cover costs in these areas that are so far away.*
- *Need more in Huntly (East) for youth (exercise, run, walk). Council promised to replace a BMX track that was taken from the community for a housing development.*
- *We don't have a public swimming pool in Raglan, and we should.*
- *We only use public toilets when absolutely necessary, as they are usually not nice and not clean.*
- *Kimihia Cemetery is well kept and tidy, but the trees along the front are overhanging over the headstones. They should be cut back away from the headstones.*

NOTES:

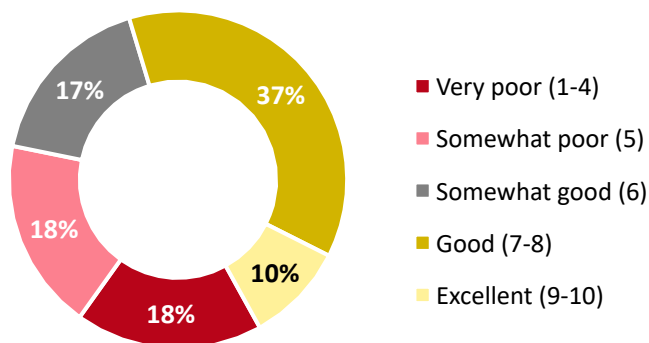
1. Sample: 2023 n=477;
2. FS3. If you are very dissatisfied with any of the Council provided facilities listed above i.e., rated them 1 or 2 out of 10, can you please tell us why you are not satisfied? (Please provide as much detail as you can. If you are able to, please include the problem occurred e.g., facility name where applicable) n=34



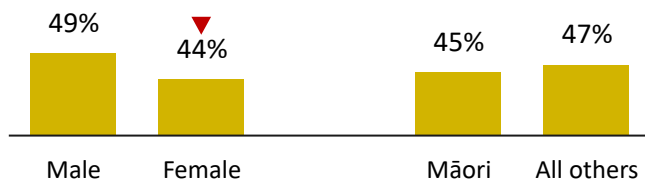
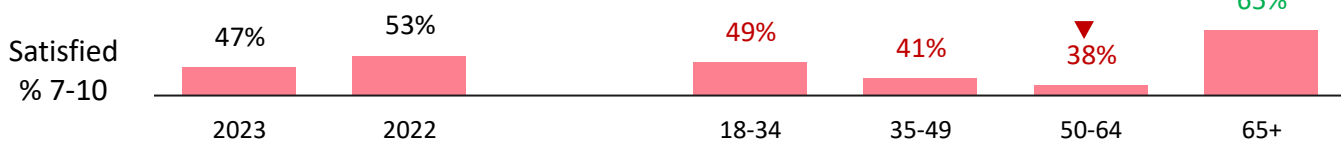
Image and reputation



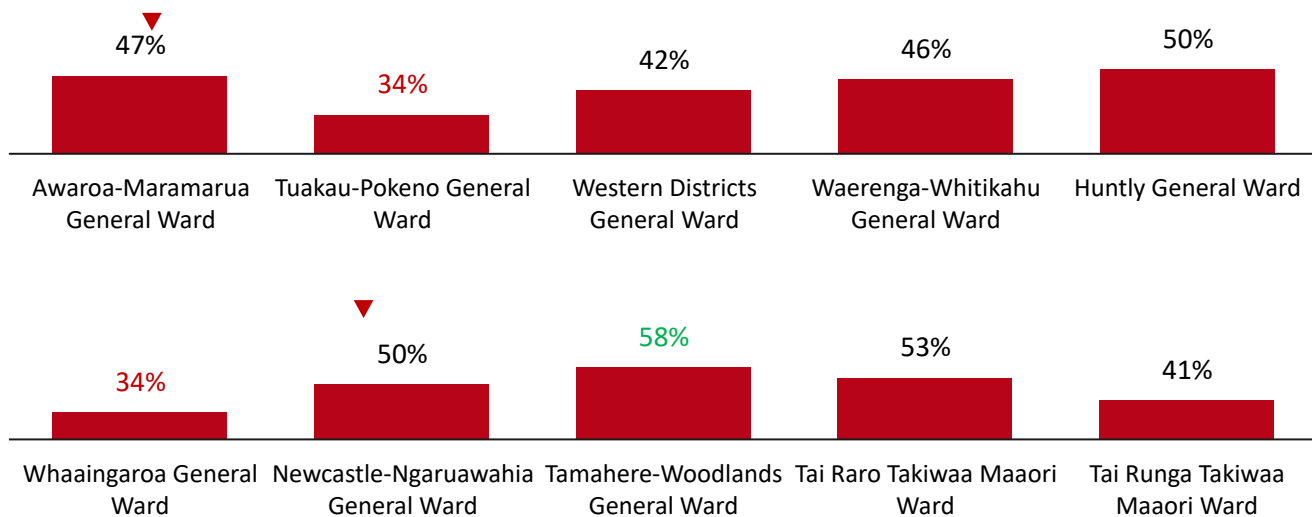
Overall reputation



- Just under half of all respondents (47%) rated Waikato District Council's *Reputation* positively.
- However, a significant proportion (36%) assessed the Council's *Reputation* negatively.
- Overall, the proportion of residents satisfied with Council's overall reputation decreased since the 2022 survey (-6%).



- Residents aged 64 and younger are far less likely to rank the Council's *Reputation* as good or excellent.
- Council's reputation is either noticeably weaker, or has significantly declined, in four of the six wards.



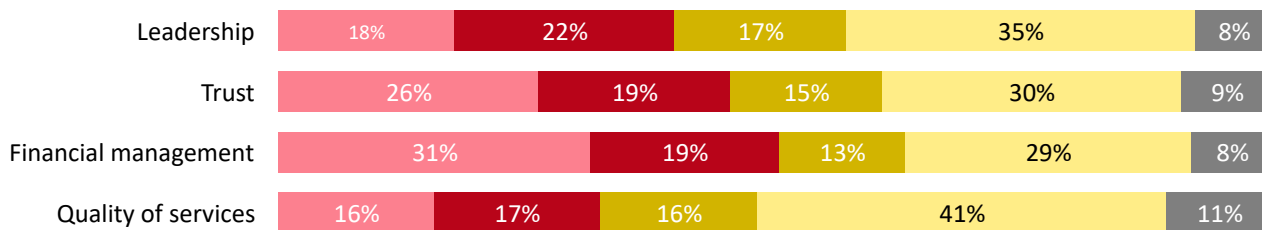
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6. Excludes don't know response
7. REP5. So, everything considered, leadership, trust, financial management, quality of services provided, and preparing for the future, how would you rate Waikato District Council for its OVERALL

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Image and Reputation



■ Extremely poor (1-4) ■ Somewhat poor (5) ■ Somewhat good (6) ■ Good (7-8) ■ Excellent (9-10)

Scores 7-10	2023	2022	Māori	Non-Māori	18-34	35-49	50-64	65+
Leadership	43%	48%	37%	45%	44%	33%	40%	61%
Trust	39% ▼	47%	38%	40%	41%	32%	33% ▼	58%
Financial management	37%	34%	43% ▲	35%	38%	32%	29%	54%
Quality of services	52%	54%	46%	53%	53%	47%	46%	68%

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
Leadership	42% ▼	33%	49%	47%	57% ▲
Trust	37% ▼	19%	36%	40%	43%
Financial management	36% ▼	20%	29%	43%	45% ▲
Quality of services	50% ▼	36%	51%	46%	56%

Scores 7-10	Whaaingaroa General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
Leadership	35%	48%	46%	45%	30%
Trust	35%	46%	50%	46%	35%
Financial management	22%	39%	44%	44%	43%
Quality of services	44%	66%	60%	53%	43%

- The *Trust* aspect of overall reputation has recorded a decrease (-8%_ since the 2022 survey.
- Across all aspects of reputation, residents with the poorest perceptions (and/or the largest declines) are amongst those aged 18 – 64 and in the Awaroa-Maramarua and Tuakau-Pokeno wards.

NOTES:

1. Sample: 2023 n=477; 2022 n=444; Excludes don't know response
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Māori n=91; All others n=386;
4. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaaingaroa General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44
5. REP1. How would you rate the Council for being committed to creating a great district, how it promotes economic development, being in touch with the community and setting clear direction; Overall, how would you rate the Council for its LEADERSHIP? n=354
6. REP2. Thinking about how open and transparent Council is, how council can be relied on to act honestly and fairly, and their ability to work in the best interests of the district, overall, how would you rate the Council in terms of the FAITH and TRUST you have in them? n=381
7. REP3. Now thinking about the Council's financial management – how appropriately it invests in the district, how wisely it spends and avoids waste, and its transparency around spending -, how would you rate the Council overall for its FINANCIAL MANAGEMENT? n=303
8. REP4. When you think about everything that Council does, how would you rate the Council for the QUALITY OF THE SERVICES and FACILITIES it provides the Waikato District? n=417

Year-on-year
▲ Significantly higher
▼ Significantly lower

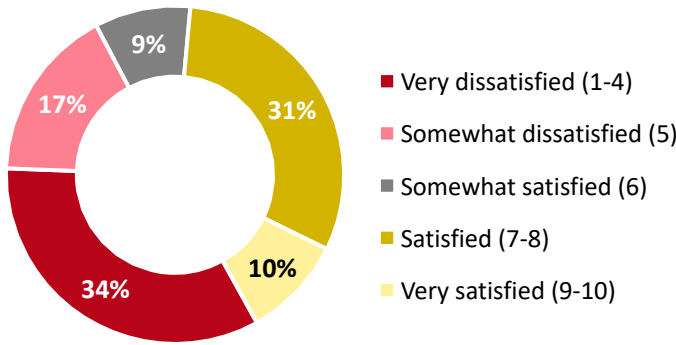
Between demographics
▲ Significantly higher
▼ Significantly lower



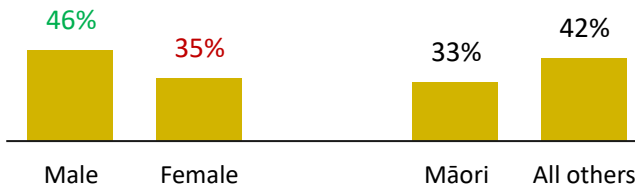
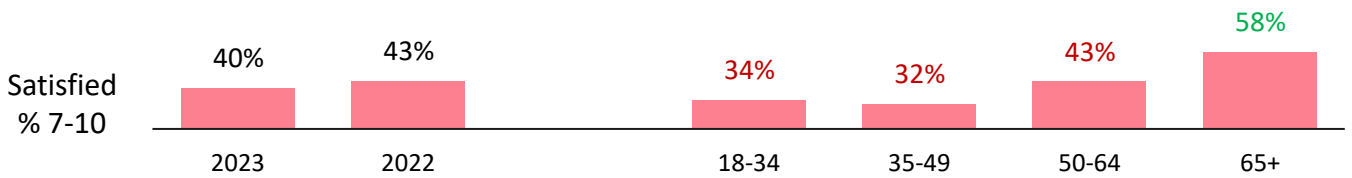
Value for money



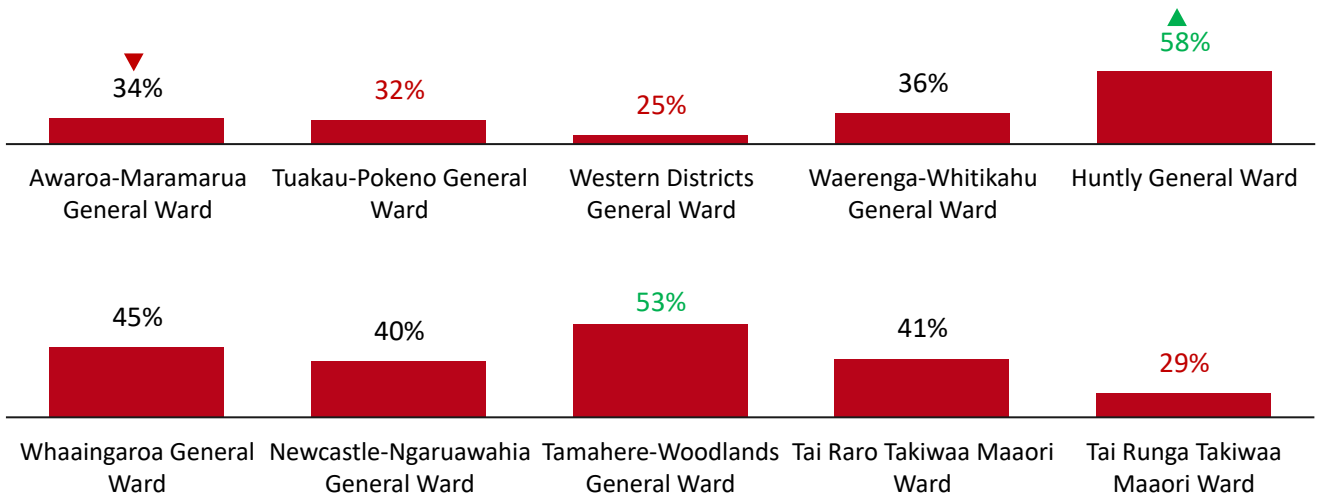
Value for money



- More residents are dissatisfied (51%) than satisfied (41%) with *Value for money*, a slight decrease since 2022
- The only age cohort where a majority expressed satisfaction with *Value for money* are those aged 65 and older.
- Female and Māori residents are also noticeably less satisfied.



- Several wards show significantly lower satisfaction when compared to others (Western Districts General Ward and Tai Runga Takiwaa Maaori Ward).
- Dissatisfied residents mentioned roading and other core services as areas of particular concern.



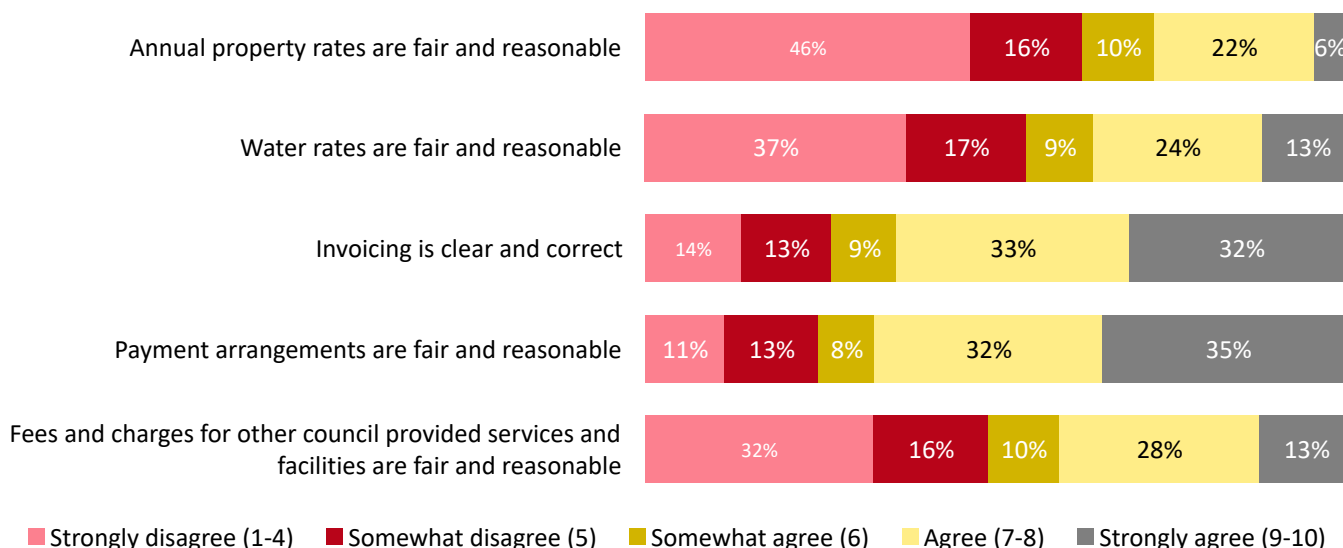
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6. Excludes don't know response
7. VM3. Now, thinking about everything Waikato District Council has done over the last 12 months and what you have experienced of its services and facilities, how satisfied are you with how rates and fees are spent on services and facilities provided by Council, and the value for money you get for your rates?

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Rates and value for money



Scores 7-10	2023	2022	Māori	Non-Māori	18-34	35-49	50-64	65+
Annual property rates are fair and reasonable	28%	31%	22%	30%	29%	27%	28%	30%
Water rates are fair and reasonable	37%	42%	26%	40%	36%	36%	31%	49%
Invoicing is clear and correct	64% ▼	72%	46%	69%	64%	55% ▼	65%	79%
Payment arrangements are fair and reasonable	68%	72%	51%	72%	59%	65%	69%	79%
Fees and charges for other council provided services and facilities are fair and reasonable	42%	42%	33%	44%	41%	39%	37%	56%

- The majority of respondents disagree that *Annual property rates* (62%) and *Annual water rates* (54%) are fair and reasonable. Overall, several aspects of *Value for money* have declined since 2022.
- Residents aged 18-64 are significantly less likely to agree than older residents with key aspects of *Value for money*.
- Māori respondents are also noticeably less satisfied, and significant differences are apparent by ward.

NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Māori n=91; All others n=386;
4. Excludes don't know response

▲ Year-on-year Significantly higher
▼ Year-on-year Significantly lower
▲ Between demographics Significantly higher
▼ Between demographics Significantly lower

Rates and value for money (continued)

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
Annual property rates are fair and reasonable	39%	22%	15%	25%	25%
Water rates are fair and reasonable	37%	43%	15%	38%	40%
Invoicing is clear and correct	57% ▼	57%	49%	80%	86%
Payment arrangements are fair and reasonable	65% ▼	58%	60%	65%	78%
Fees and charges for other Council provided services and facilities are fair and reasonable	39%	33%	26%	47%	31%

Scores 7-10	Whaaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
Annual property rates are fair and reasonable	23%	25% ▼	45%	20%	29%
Water rates are fair and reasonable	26%	31%	54% ▼	36%	20%
Invoicing is clear and correct	77%	61% ▼	75%	49%	48%
Payment arrangements are fair and reasonable	86%	69%	78%	62%	52%
Fees and charges for other Council provided services and facilities are fair and reasonable	52%	46%	56%	35%	33%

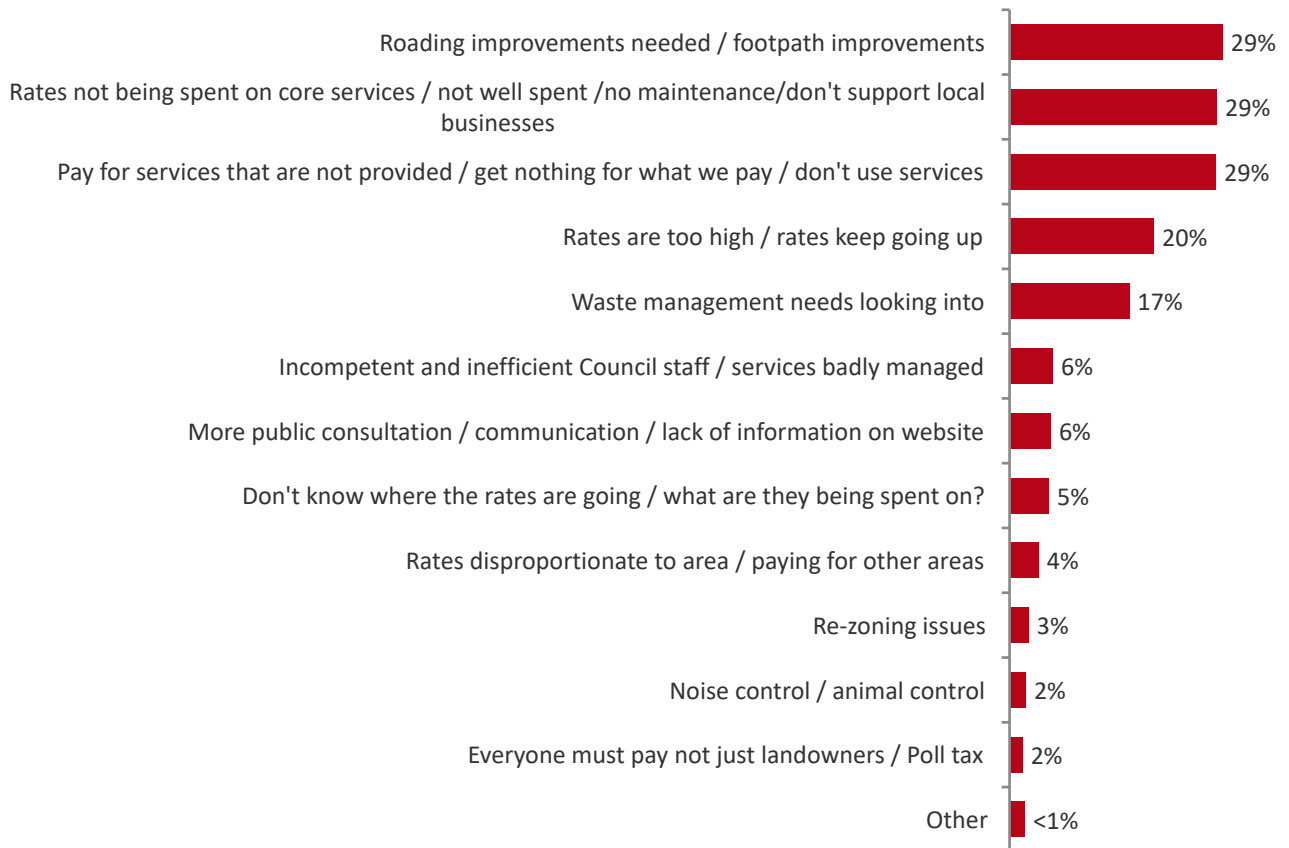
NOTES:

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- Excludes don't know response

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Comments on dissatisfaction with value for money



- The only time I see a Waikato council vehicle is when they are driving through Whatawhata. The state of our footpaths is shocking. As for the dumping of rubbish, this still happens today. I am surprised the Council haven't seen it.*
- Rates are going up, the same as the cost of living. The pension does not cover the basic essentials.*
- We need footpaths for safety and biking. There is roadside flooding and potholes in the roads. The closest Council facilities used are either in Cambridge or Hamilton. It makes no sense to be paying rates in the Waikato council zone.*
- With the very expensive rates they charge, we are appalled at the pathetic recycling service. The recycling bins are ridiculous on a windy day because all the rubbish blows all over the road and paths. We came from Pukekohe, and they provided bins you could wheel, and no rubbish blew anywhere. They seriously need to address the issue.*
- Huge wastage on admin, biggest cost the council has for very poor performance. Charges may reflect costs, but costs are grossly inflated by poor processes and bureaucratic nonsense.*
- I'm not satisfied because we are paying rates and our street doesn't have pathways to walk on and no cycleways. Woodcock drive, Tamahere RD3 Hamilton 3283, main road.*
- Councils are spending more than people living in them can afford. Council needs to plant more trees in new developments that destroy all the trees to develop. We need to plant more, climate change.*

NOTES:

- Sample: 2023 n=477;
- VM4. If you are dissatisfied with the value for money offered, i.e., rated them 1 or 2 out of 10 above, can you tell us why you are not satisfied with the value for money? (Please provide as



Local issues and outcomes

Waikato



District Council

Document Set ID: 4184024

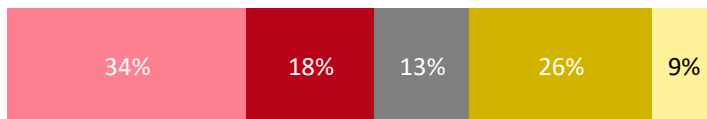
Version: 1, Version Date: 28/07/2023



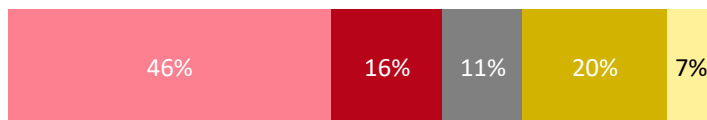
KEYRESEARCH
Unlocking Business Knowledge

Local Issues and Outcomes

I am comfortable that my community receives its fair share of funding and resources compared to other communities in the Waikato District



I have a good understanding of the work and activities the Waikato District Council is undertaking or planning to undertake in my community



■ Strongly disagree (1-4) ■ Somewhat disagree (5) ■ Somewhat agree (6) ■ Agree (7-8) ■ Strongly agree (9-10)

Scores with % 7-10	2023	2022	Māori	Non-Māori	18-34	35-49	50-64	65+
I am comfortable that my community receives its fair share of funding and resources compared to other communities in the Waikato District	35%	40%	28%	37%	34%	31%	32%	47%
I have a good understanding of the work and activities the Waikato District Council is undertaking or planning to undertake in my community	27%	31%	29%	27%	24%	24%	26%	41%

- The majority of residents do not agree that their *Community receives its fair share of funding and resources compared to other communities in the Waikato District* (52%) or *Have a good understanding of the work and activities the Waikato District Council is undertaking or planning to undertake in my community* (62%).
- Non-Māori respondents and those aged 65+ are noticeably more likely to agree that their *Community receives its fair share of funding and resources compared to other communities*.
- Tuakau-Pokeno residents are noticeably less satisfied with these perceived aspects of Council delivery compared to other wards.

NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Māori n=91; All others n=386;
4. Excludes don't know response

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Local Issues and Outcomes (continued)

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
I am comfortable that my community receives its fair share of funding and resources compared to other communities in the Waikato District	21% ▼	26%	32%	50%	22%
I have a good understanding of the work and activities the Waikato District Council is undertaking or planning to undertake in my community	19%	13% ▼	21%	28%	38%

Scores 7-10	Whaaingaroa General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
I am comfortable that my community receives its fair share of funding and resources compared to other communities in the Waikato District	30%	37% ▼	56%	29%	33%
I have a good understanding of the work and activities the Waikato District Council is undertaking or planning to undertake in my community	30%	33%	30%	34%	21%

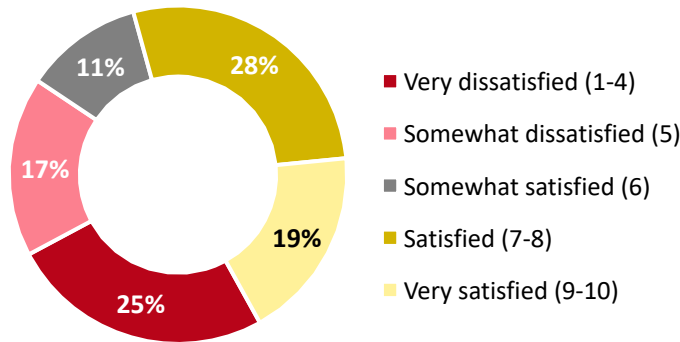
NOTES:

- Sample: 2023 n=477; 2022 n=444;
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- Male n=223; Female n=254;
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- Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaaingaroa General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
- Excludes don't know response
- 671 respondents agreed or disagree with the following statements? n=374

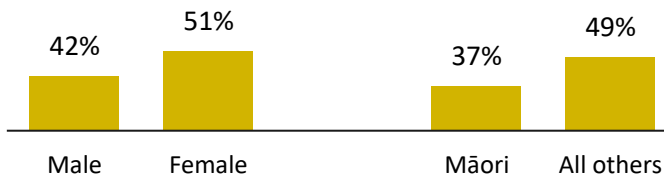
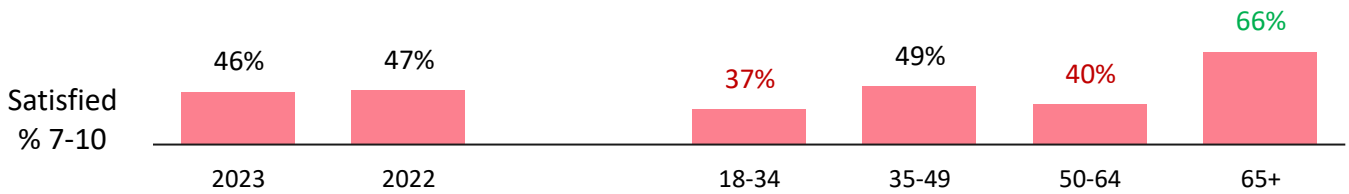
Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

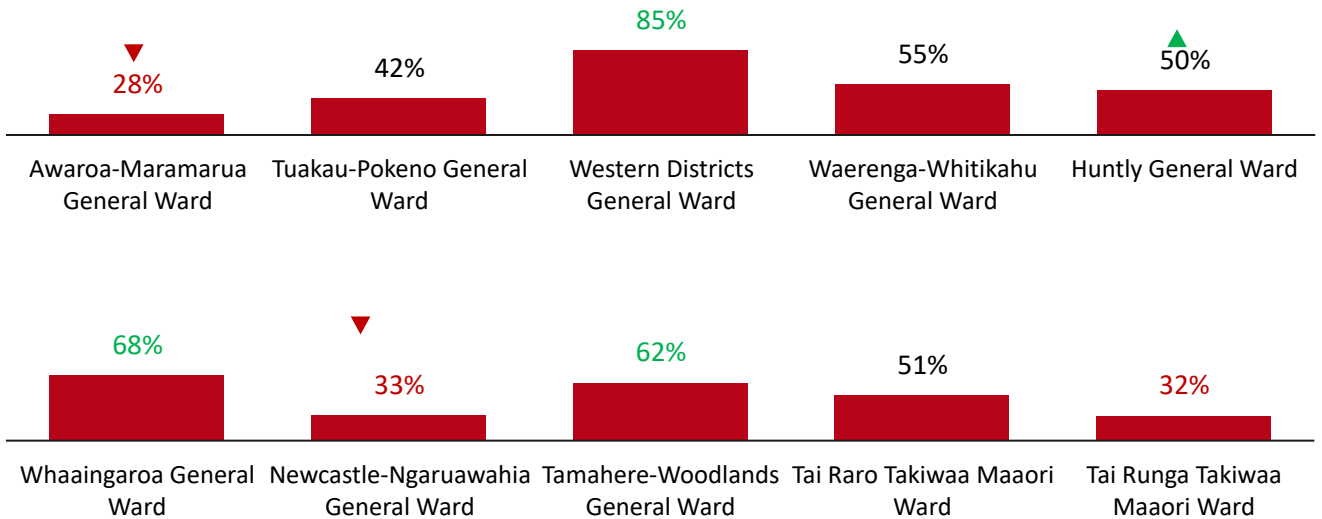
Satisfaction with availability of local Councillor



- Slightly more respondents (46%) were satisfied rather than dissatisfied (42%) with the *Availability of their local Councillor*.
- One-quarter of residents (25%) are very dissatisfied with the *Availability of their local Councillor*.



- Māori respondents (37%), male respondents (42%) and residents aged 18-34 (37%) were the least satisfied with the *Availability of their local Councillor*.
- Satisfaction with the *Availability of their local Councillor* is very inconsistent across wards.



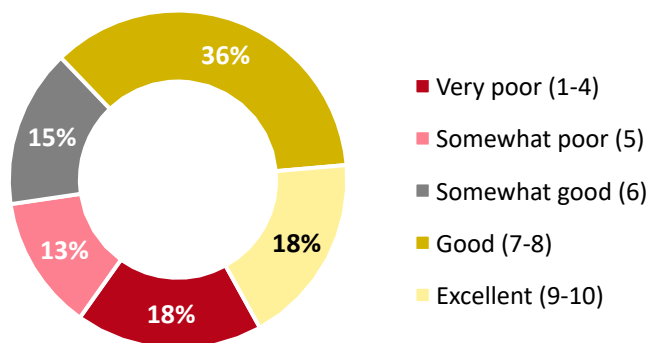
NOTES:

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- Excludes don't know response

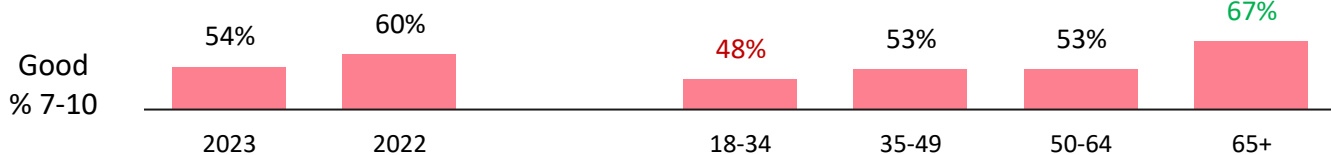
Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

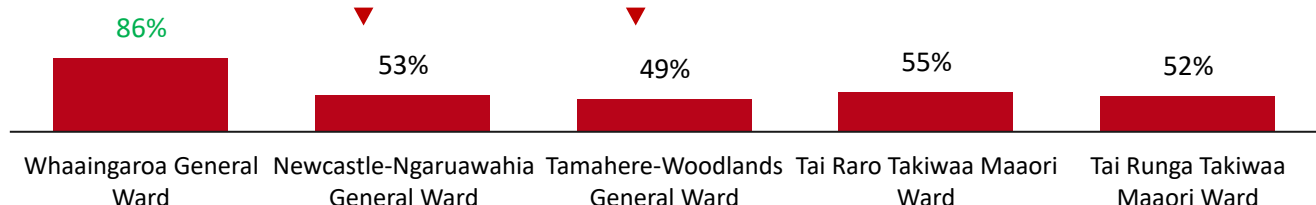
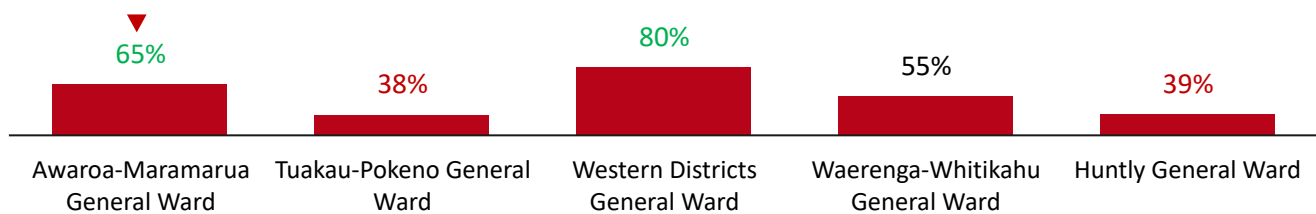
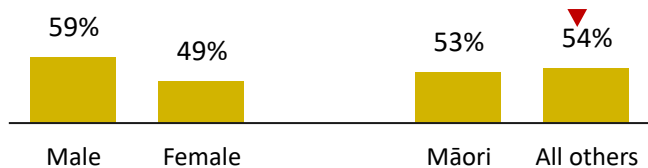
Community spirit in your area



- Just over half of the respondents (54%) reported that the *Community spirit* in their area was either good or excellent, a decrease since the 2022 survey (-6%).



- Perceived *Community spirit* was lower for residents aged 18-34 and female respondents.
- Community spirit* was assessed quite differently across the various wards, with three wards showing statistically significant declines since 2022.



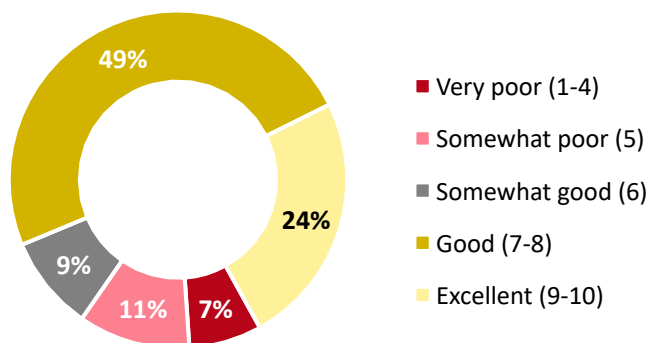
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- Excludes don't know response
- LIQ3. If we think of community spirit as being a sense of belonging to a community, where people work together to shape their future, how would you rate the community spirit in your area? n=431

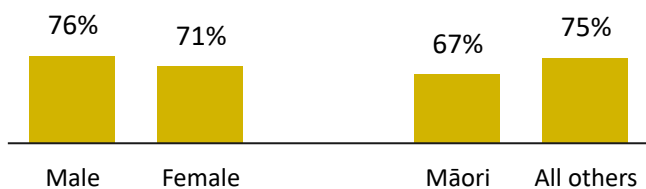
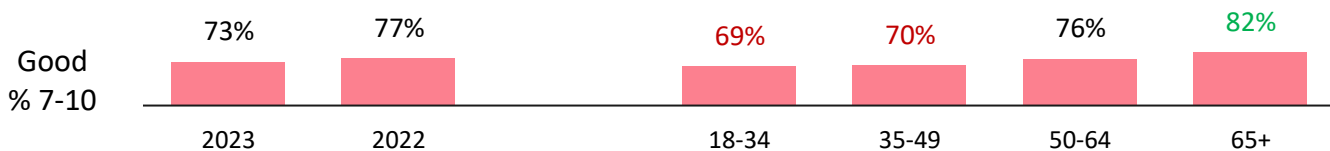
Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

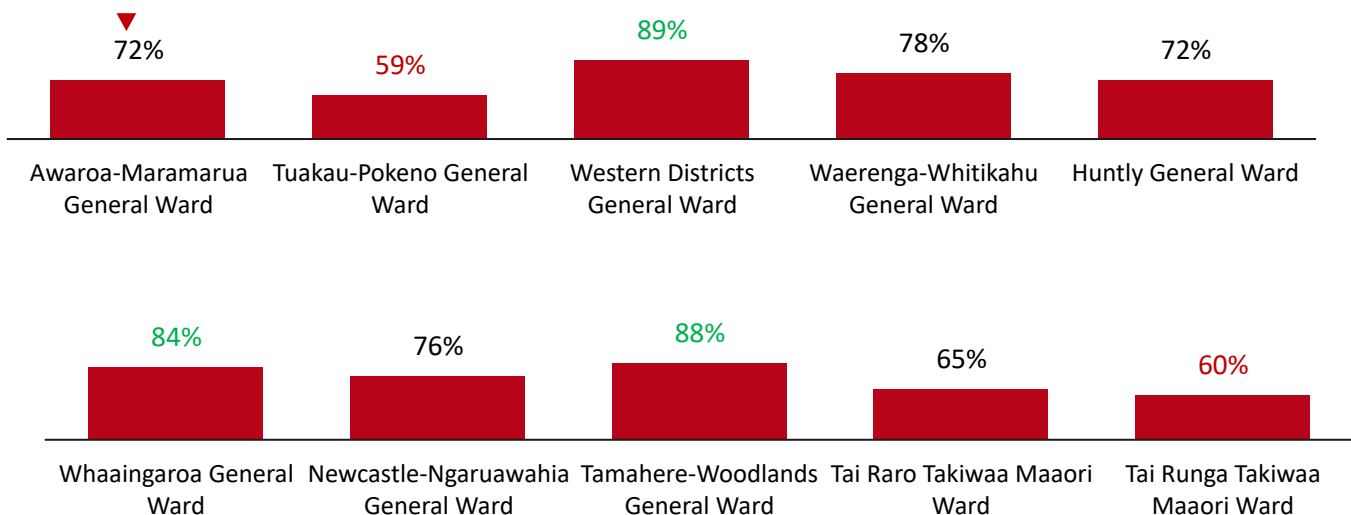
Quality of life



- Over seven in ten respondents (73%) rated the *Quality of life* in the Waikato District as either good or excellent, a slight decrease since 2022.
- Only 7% of respondents rated the *Quality of life* in the Waikato District as very poor.



- Residents aged 65 and over were significantly more likely to rate the *Quality of life* in the district higher while Māori respondents were more likely to rate it as lower.
- Large differences in perceived quality of life were recorded amongst the various wards.



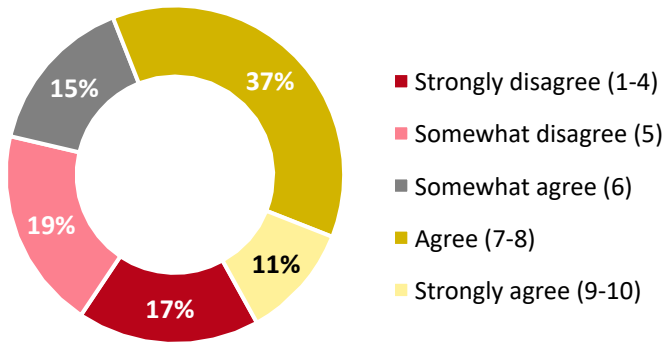
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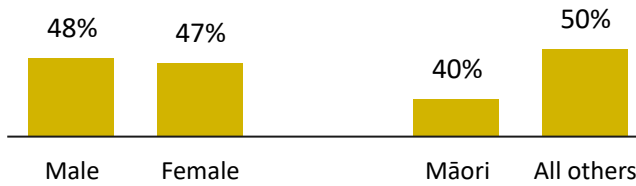
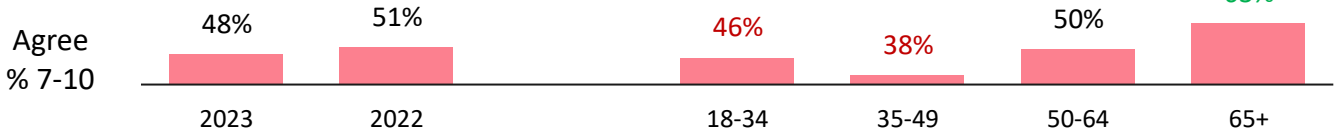
Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

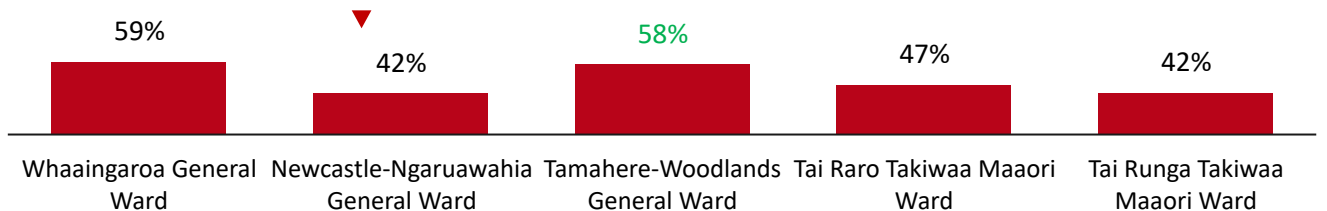
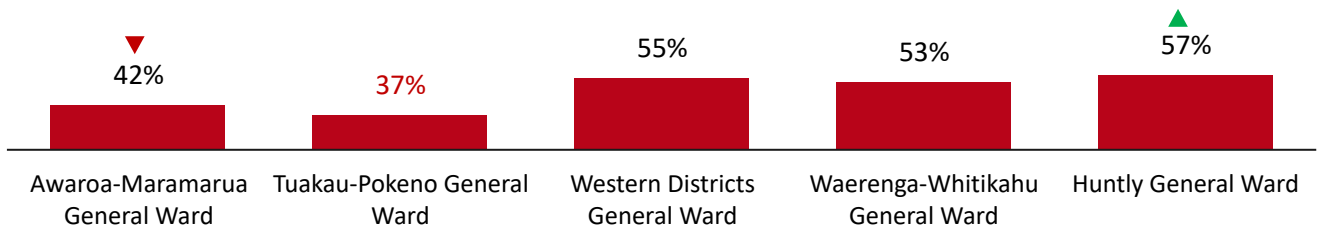
District is going in the right direction



- Less than half of respondents (48%) agreed that the *Waikato District is going in the right direction*, with just over one in three respondents (36%) disagreeing.



- Younger respondents (those aged 64 and younger) were less likely to agree that *The District is going in the right direction* across gender or ethnicity.
- The opinion by ward again varies widely.

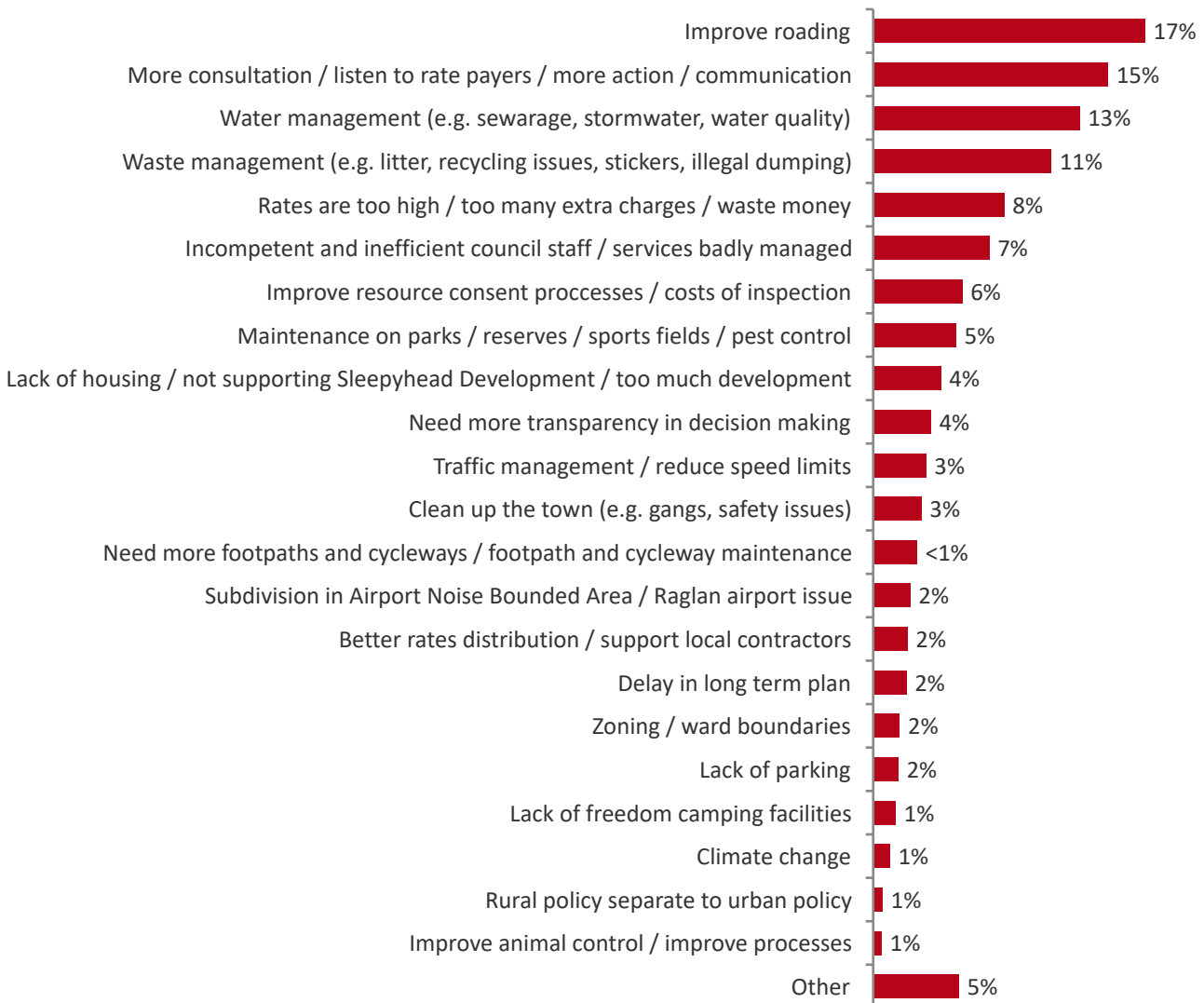


NOTES:

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- Excludes don't know response
- SEN2. On a scale of 1 to 10 where 1 is 'strongly disagree' and 10 is 'strongly agree', how strongly do you agree or disagree with the following statement about the District? n=394

Year-on-year
▲ Significantly higher
▼ Significantly lower
 Between demographics
▲ Significantly higher
▼ Significantly lower

Comments on Council's actions and decisions (disapprove / dislike)

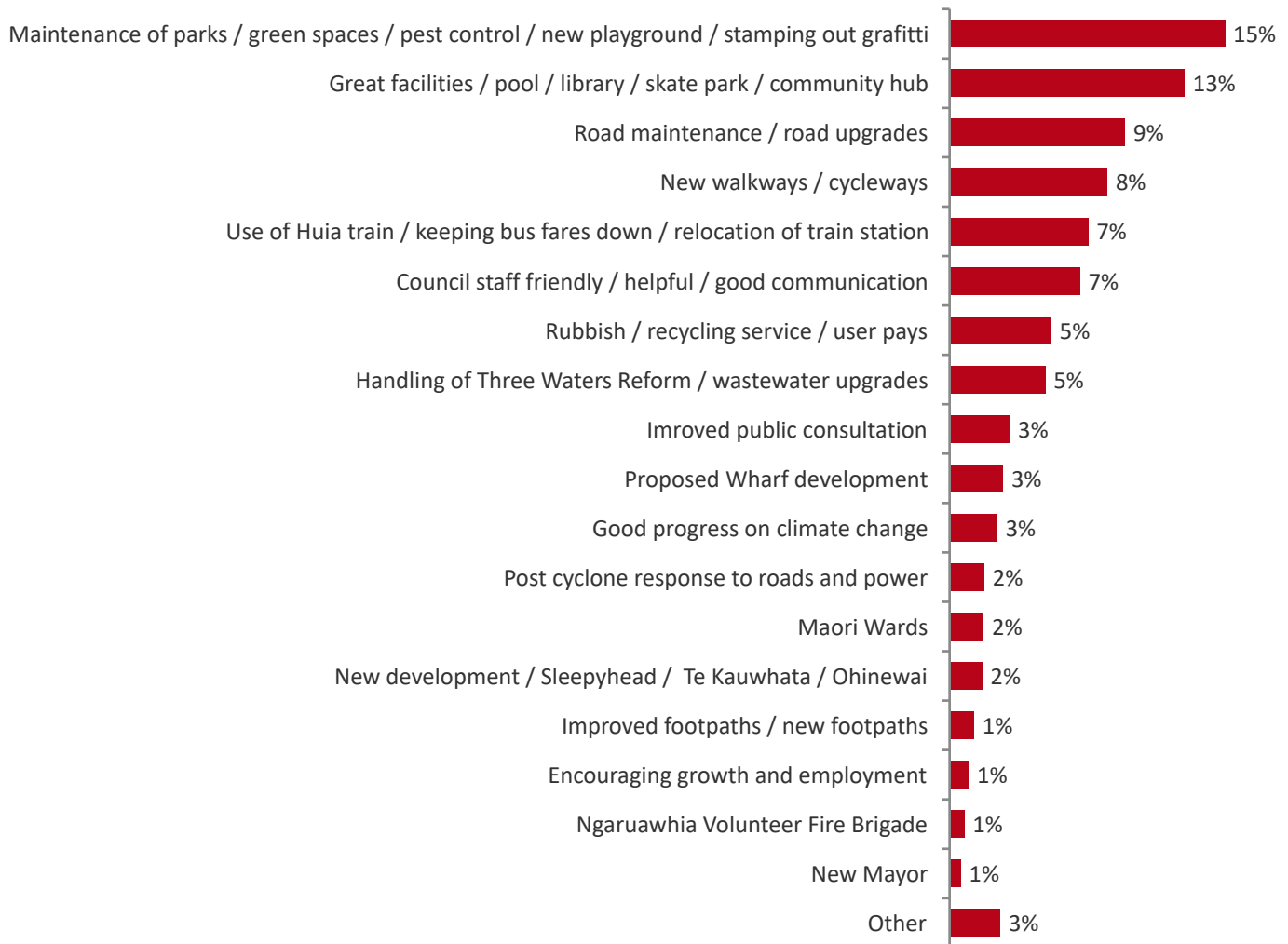


- *The reduction of car park facilities without consultation and the maintenance of ramps.*
- *Sometimes rubbish collection times alter. For example, morning to late afternoon or vice versa, and we have no way of knowing.*
- *Insufficient safe places for responsible self-contained camping. Insufficient dump stations and public toilets compared to overseas.*
- *I disapprove of the amount spent on Tuakau skatepark. It is a waste of money. More should have been spent on securing shops from ram raids.*
- *Allocating budgets to the Raglan area. Our road does not get a fair go.*
- *The lack of information to residents.*
- *Not taking a firm stand by insisting on thorough discussion regarding Three Waters.*
- *The extremely high rates bills are grossly unreasonable. Compare them to the average income.*

NOTES:

1. Sample: 2023 n=477;
2. LI05. Is there any one thing that comes to mind about the Council's actions, decisions or management that you dislike or disapprove of? n=144

Comments on Council's actions and decisions (approve / like)



- *The cycleways and footpaths. Trapping for pests.*
- *Upgraded trees in our village following consultation with the residents.*
- *The Councillor is easy to talk to if I have a problem and easy to get in contact with.*
- *Forward movement on parking adjustments and shore pathways on the wharf in Raglan.*
- *I like the fenced area of Centennial Park and the pool area being well-maintained. I think more should be done to stop the random parking with more infringements.*
- *The extension to Resolution Drive is finally finished.*
- *The maps and plans of the proposed wharf development are very good.*
- *Facilities such as toilets and parks are very well provided and maintained.*
- *Collecting rubbish on the same day of the week, regardless of holidays.*

NOTES:

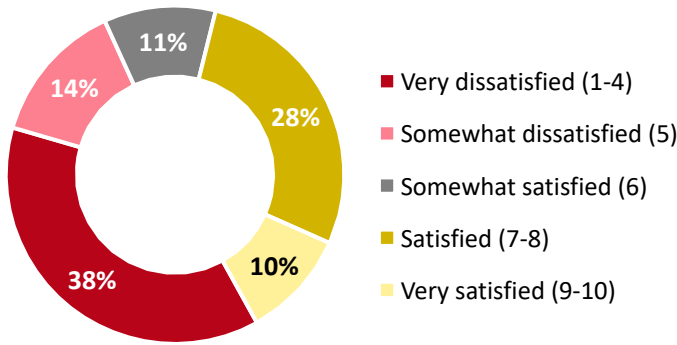
1. Sample: 2023 n=477;
2. LIO6. Is there any one thing about the Council's actions, decisions or management in the last few months that comes to mind as something you do like or approve of? n=81



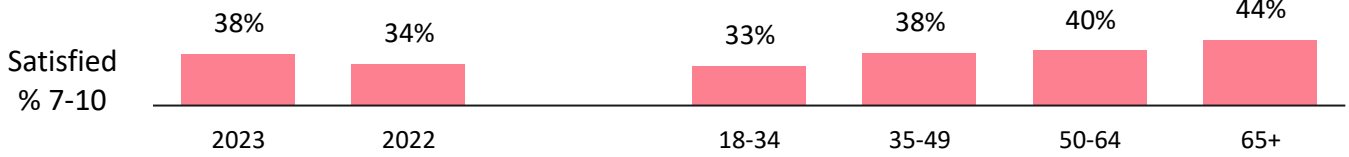
Other services



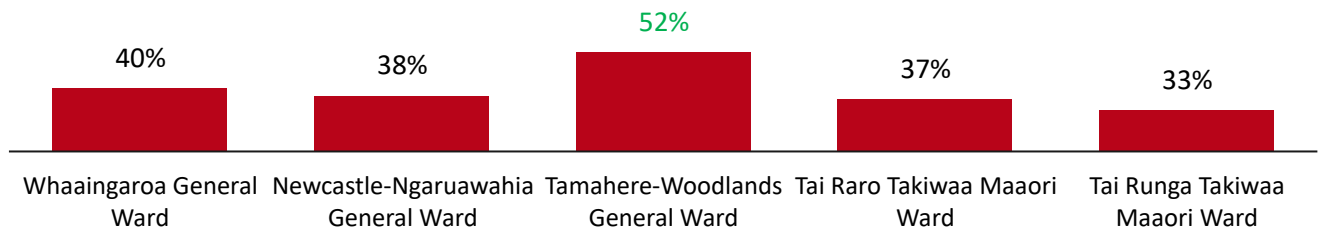
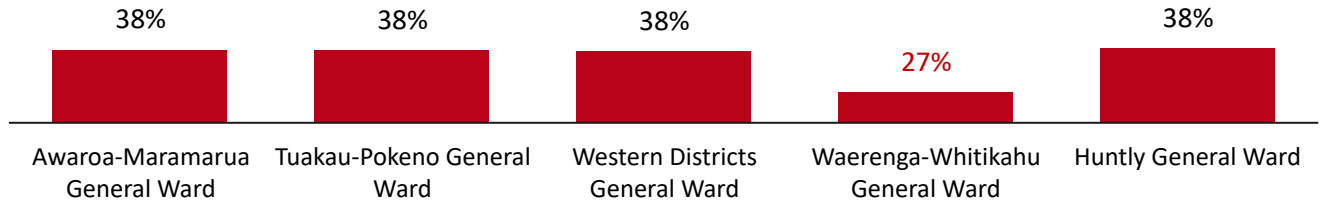
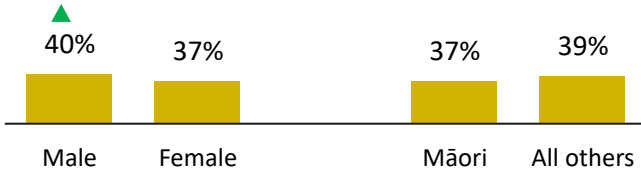
Litter, illegal dumping and graffiti control



- Satisfaction with *Litter, illegal dumping and graffiti control* is relatively low with only 38% of respondents reporting to be satisfied or very satisfied.
- The same proportion of residents (38%) are very dissatisfied with this measure.
- Satisfaction has slightly increased year on year.



- Residents of the Waerenga-Whitikahu General Ward reported the lowest satisfaction (27%) while residents of the Tamahere-Woodlands General Ward recorded the highest satisfaction levels (52%).



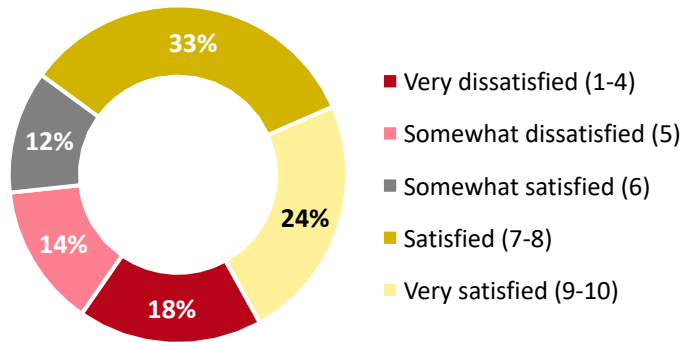
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6. Excludes don't know response

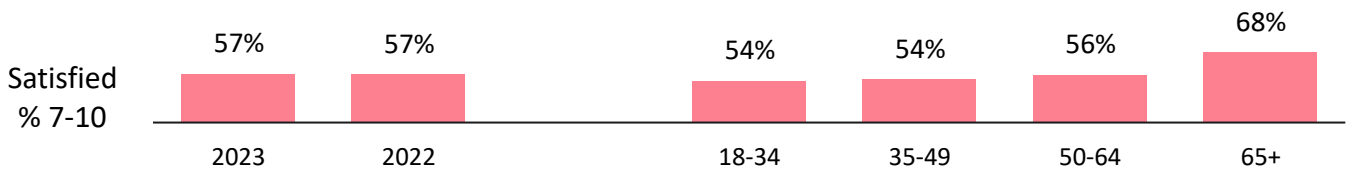
Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

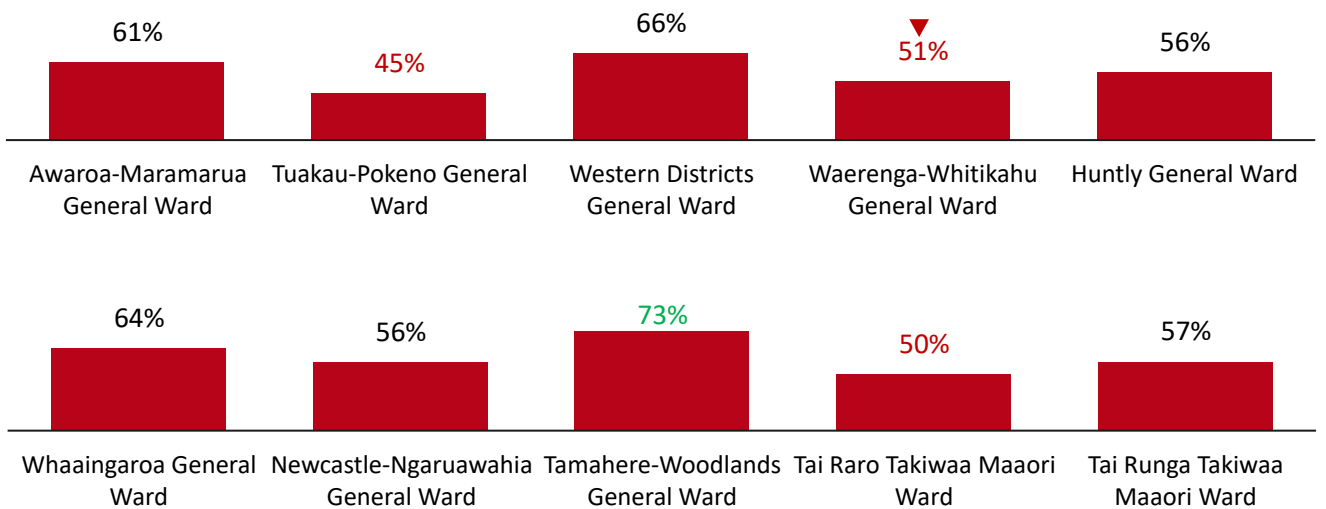
Animal management (dogs or stock control)



- Almost three in five respondents (57%) were satisfied with *Animal management* in the Waikato District.
- There is little difference in satisfaction across demographic groups.



- Again, residents from Tuakau-Pokeno General Ward show the lowest satisfaction in this area (45%).



NOTES:

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6. Excludes don't know response

Year-on-year
▲ Significantly higher
▼ Significantly lower

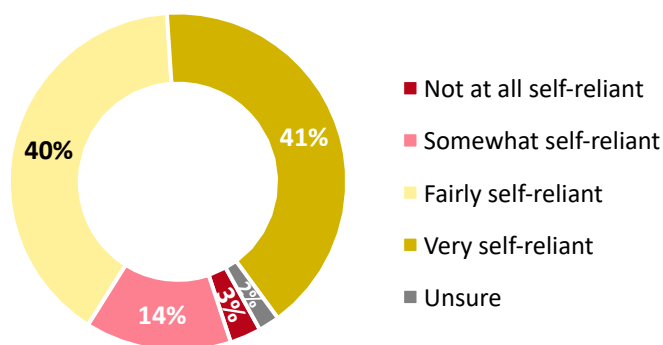
Between demographics
▲ Significantly higher
▼ Significantly lower



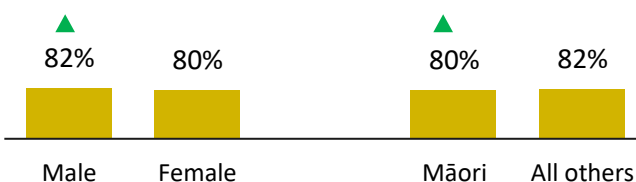
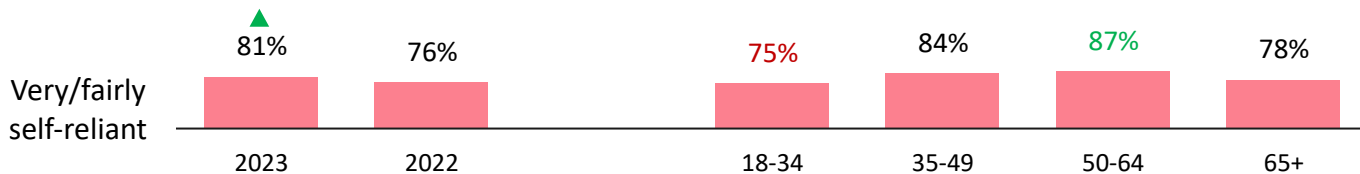
Community safety and Civil Defence



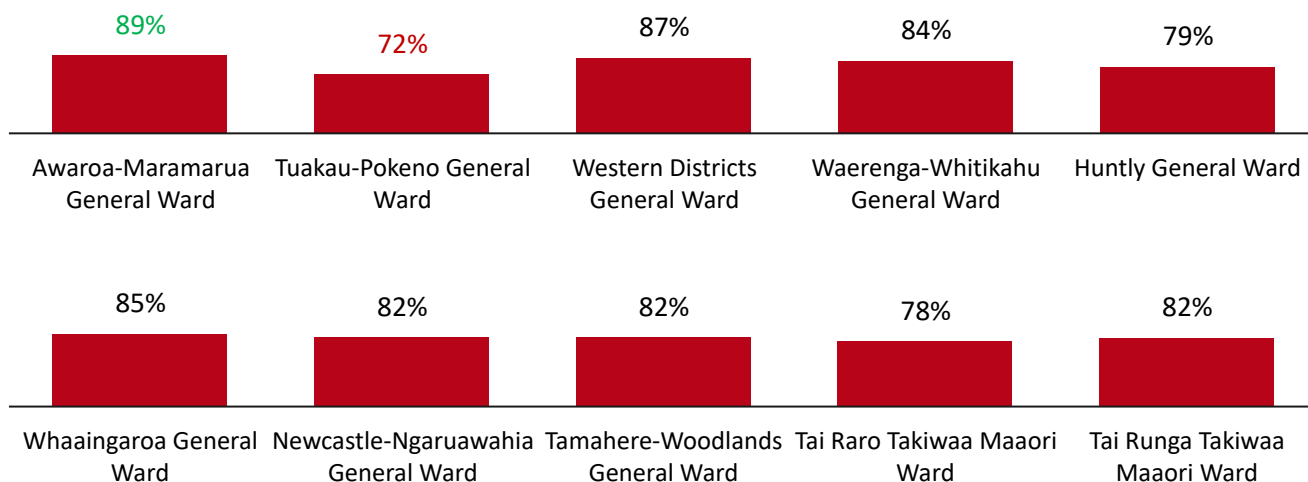
Being self-reliant



- There is a significant increase in the proportion of residents who believe they need to be *Very* or *Fairly self-reliant*, a slight increase (+5%) from 2022
- Just over eight in ten of residents (81%) believe that they would need to be *Fairly* or *Very self-reliant* in the event of a major civil defence emergency.



- There is no significant difference across gender or ethnicity.
- Awaroa-Maramarua General Ward residents recorded very high (89%) level of belief that they would need to be *Self-reliant* following a civil defence emergency.



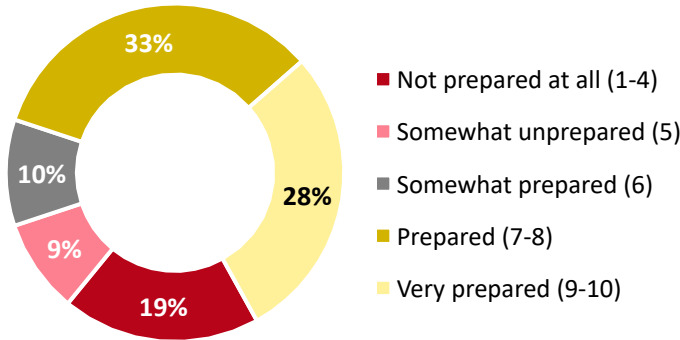
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6. Excludes don't know response
7. CS2. How self-reliant do you believe you have to be in the event of a major civil defence emergency e.g.

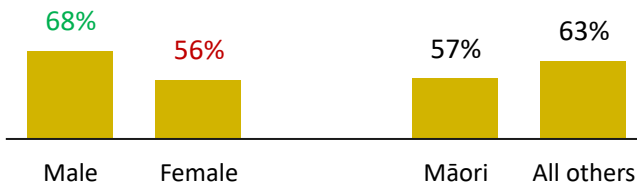
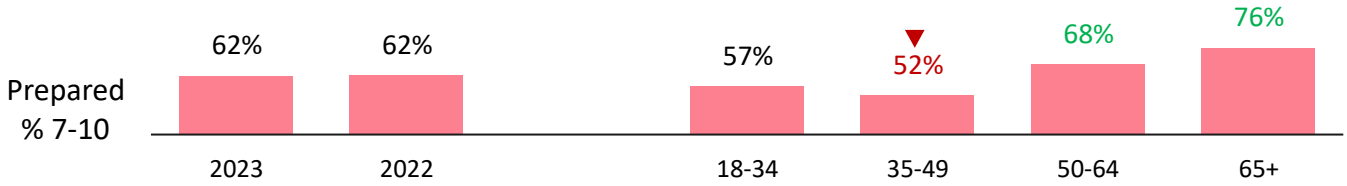
Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

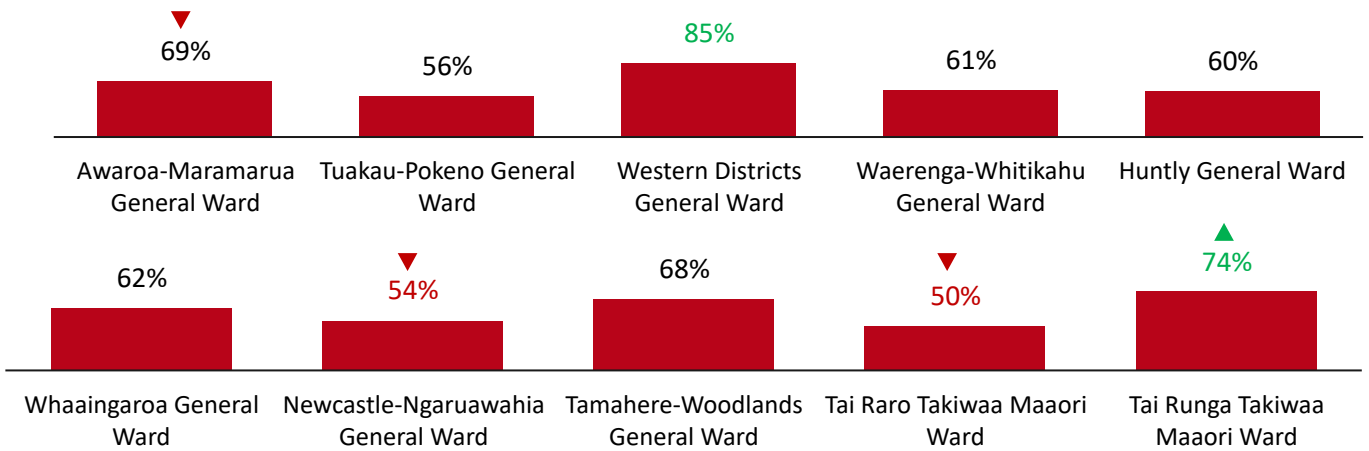
Emergency preparedness



- A little under two thirds of respondents (62%) report that they are either *Prepared* or *Very prepared* for a *Civil defence emergency in the Waikato District*.
- Residents aged 64 and younger were less likely to report that they were *Prepared* for a civil defence emergency.



- Residents from the Western Districts General Ward (85%) and those belonging to Tai Runga Takiwaa Maaori Ward (74%) reported to be the most prepared.



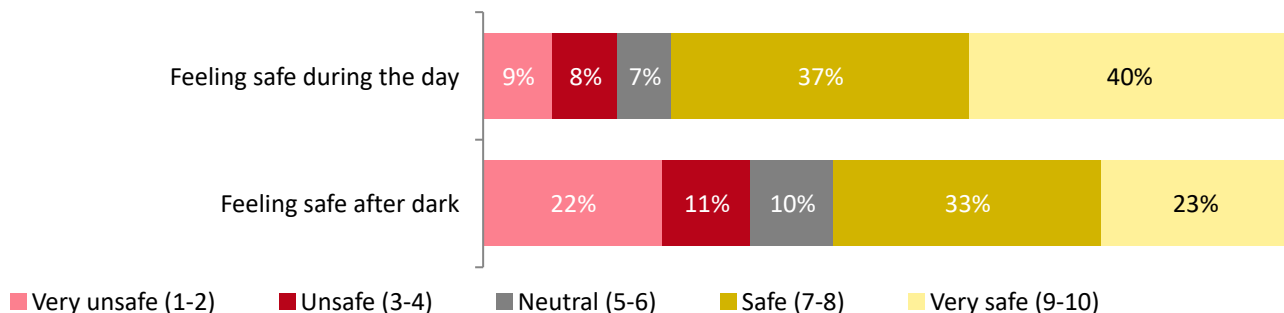
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6. Excludes don't know response
7. CS3. If we think of emergency preparedness as having a plan for your household and supplies available to support your family for 3 days or more, how prepared are you and your household for a civil defence

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Community safety



Scores 7-10	2023	2022	Māori	Non-Māori	18-34	35-49	50-64	65+
Feeling safe during the day	77%	81%	68%	79%	79%	79%	72%	78%
Feeling safe after dark	57%	62%	54%	57%	55%	61%	52%	57%

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
Feeling safe during the day	86%	69%	77%	78%	62%
Feeling safe after dark	70%	35% ▼	62%	68%	35%

Scores 7-10	Whaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
Feeling safe during the day	80%	78%	88%	68%	78%
Feeling safe after dark	57%	57%	66%	51%	66%

- 77% of respondents *Felt safe during the day* while 57% *Felt safe after dark*.
- Residents who identify as Māori felt significantly less safe during the day than other residents.
- Residents of Huntly General Ward *Felt the least safe during the day* (62%).

NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Māori n=91; All others n=386;
4. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingarua General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
5. Excludes don't know response
6. CS1. On a scale of 1 to 10, where 1 is very unsafe and 10 is very safe, how would you describe your local neighbourhood. n=461

Year-on-year
▲ Significantly higher
▼ Significantly lower

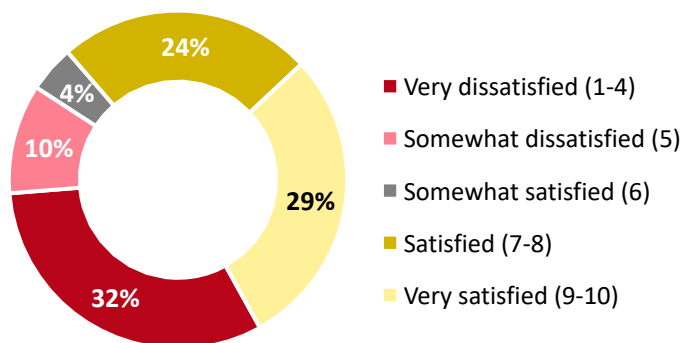
Between demographics
▲ Significantly higher
▼ Significantly lower



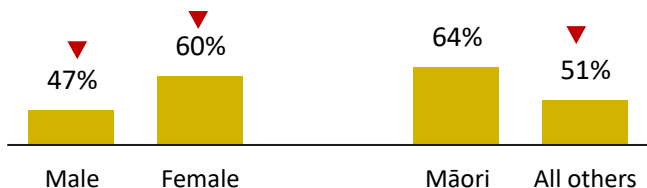
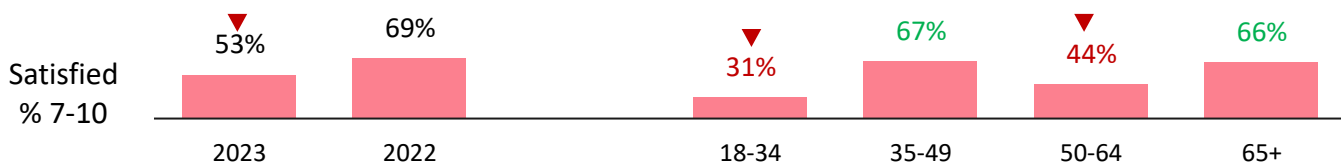
Interactions and communication with the Council



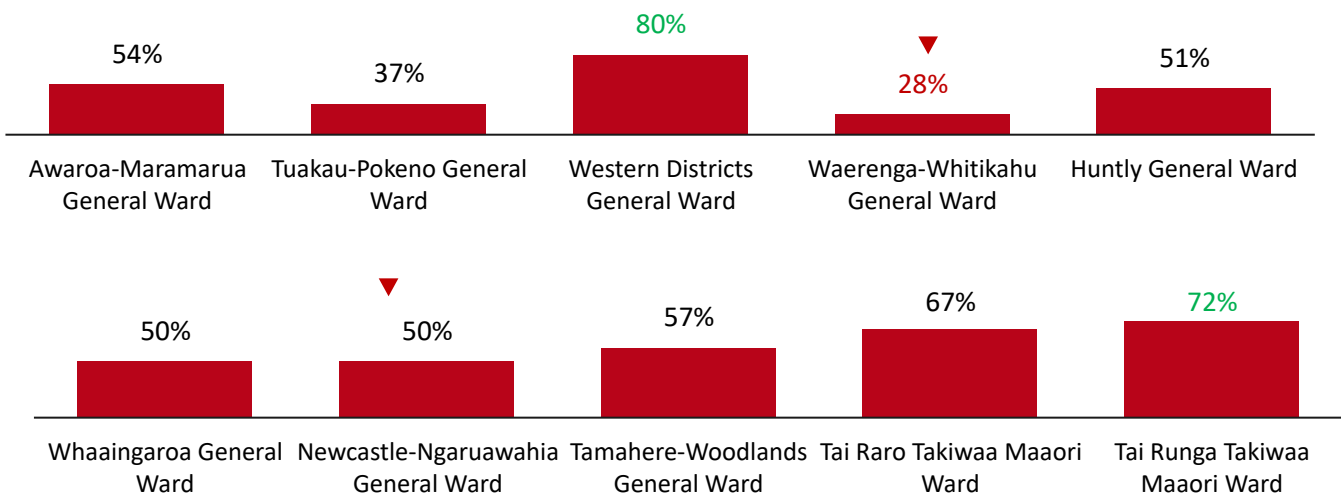
Customer service



- Satisfaction with *Customer service* recorded a substantial year-on-year decline (-16%) with just over half of residents being satisfied (53%).
- A large minority of residents (42%) are now dissatisfied with the Council's *Customer service*.



- Satisfaction especially declined among those aged 18-34, 50-64 and non-Māori respondents.
- The Waerenga-Whitikahu General Ward reports the worst satisfaction with *Customer service* (28%).



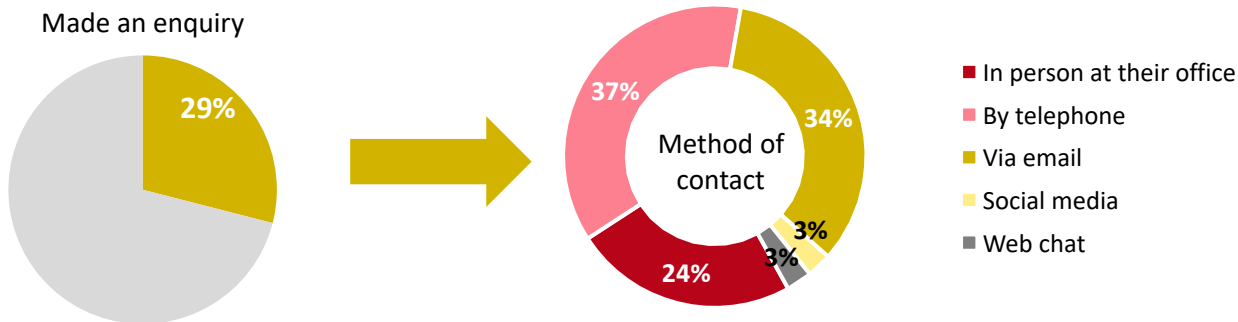
NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Male n=223; Female n=254;
4. Māori n=91; All others n=386;
5. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingaroa General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
6. Excludes don't know response
7. INT6. How satisfied are you with the overall service received when you contacted the Council offices?

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Contact with the Council



- 29% of respondents had made an enquiry in the last three months, of those who have contacted Council 37% have done so via telephone, 34% via email, and 24% in person at their office.
- Younger residents (18-34) are the least likely to have made an enquiry. When they do however, they are significantly more likely to use the *Email* option than other residents.

	2023	2022	Māori	Non-Māori	18-34	35-49	50-64	65+
Made an enquiry	29% ▼	35%	29%	29% ▼	14%	30% ▼	40%	33%
In person at their office	24%	22%	25%	24%	25%	24%	19%	32%
By telephone	37% ▼	49%	35%	38%	19%	36% ▼	39%	46%
Via email	34%	24%	41%	32%	55%	33%	34%	21%
Social media	3%	1%	-	3%	-	8%	1%	-
Web chat	3%	5%	-	4%	-	-	6%	2%

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
Made an enquiry	25%	26%	39%	23%	42%
In person at their office	25%	22%	45%	20%	39%
By telephone	51%	54%	20%	15%	7%
Via email	24%	24%	20%	65%	36%
Social media	-	-	16%	-	-
Web chat	-	-	-	-	18%

Scores 7-10	Whaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
Made an enquiry	32%	27% ▼	29%	29%	32%
In person at their office	11%	26%	12%	27%	21%
By telephone	51%	54%	39%	31% ▼	32%
Via email	21%	12%	49%	42%	46%
Social media	12%	8%	-	-	-
Web chat	5%	-	-	-	-

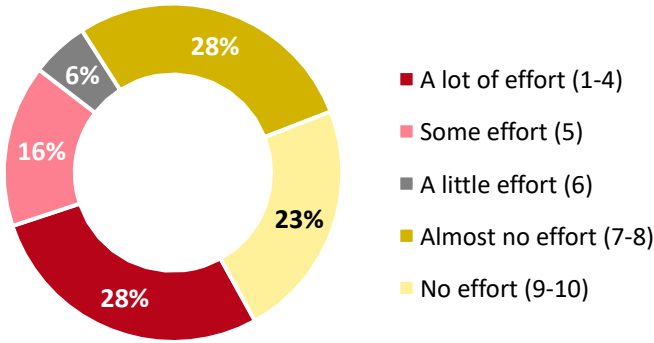
NOTES:

1. Sample: 2023 n=477; 2022 n=444;
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3. Māori n=91; All others n=386;
4. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingarua General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
5. Excludes don't know response
6. INT1. Have you made an enquiry about something with the Waikato District Council within the last six months? If yes, when did you contact the Council about this matter? Was it...? n=130

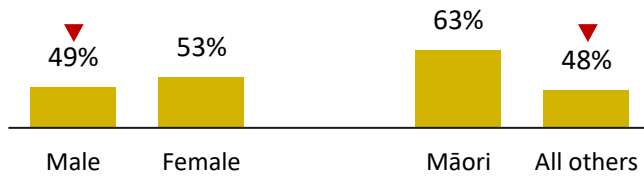
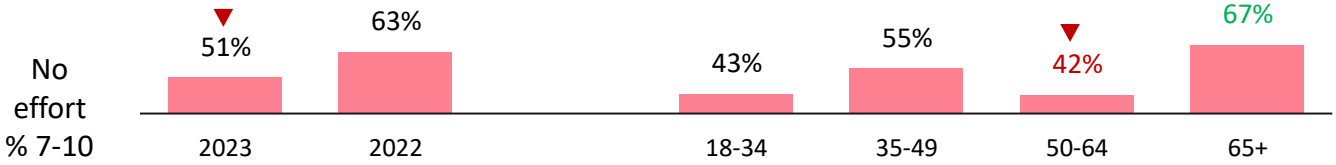
Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

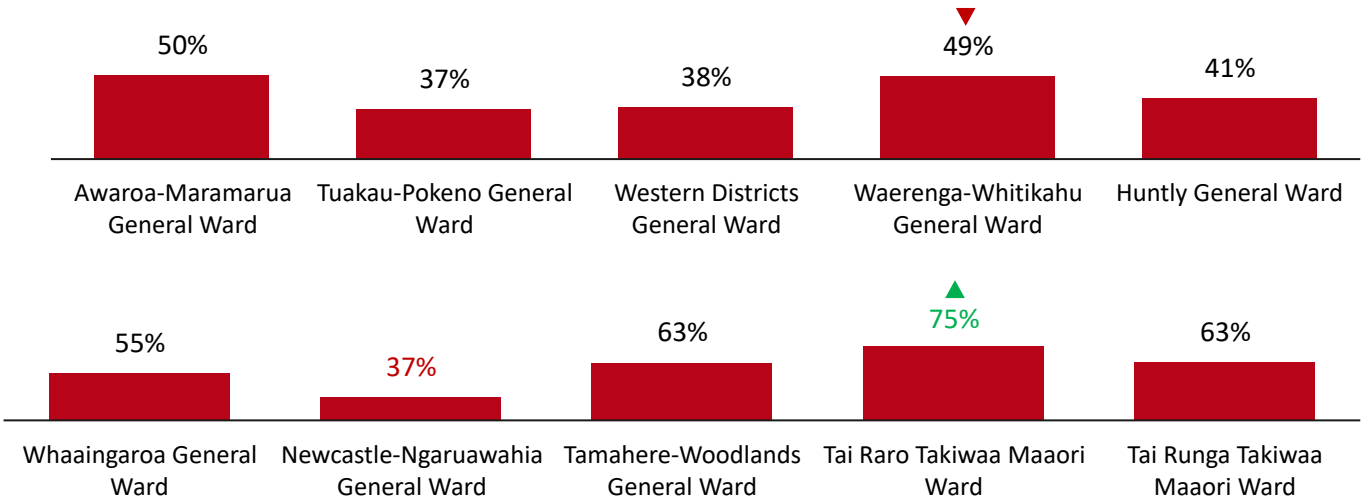
Effort to conduct business



- Although a little over half of respondents (51%) reported that their business with the Council was conducted with either *Almost no effort* or *No effort*, this represents a significant decrease (-8%) since 2022
- Overall, residents consider that it became significantly harder to *Conduct business with the Council* than it was 12 months ago.



- Residents aged 65+ were far more likely to report that their business took *Almost no effort* or *No effort* than residents aged 50-64.



NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Male n=223; Female n=254;
4. Māori n=91; All others n=386;
5. Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingaroa General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
6. Excludes don't know response

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Effort score

Scores with % 7-10	2023	2022	Effort score
Overall	51% ▼	63%	2.7
In person at their office	24%	22%	2.3
By telephone	37% ▼	49%	2.7
Via email	34%	24%	3.0
Social media	3%	1%	3.4
Web chat	3%	5%	2.8

	2023	2022	Māori	Non-Māori	18-34	35-49	50-64	65+
Effort score	2.7	2.4	2.3	2.8	3.1	2.6	2.9	2.3

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
Effort score	2.8	3.4	3.0	2.4	2.9

Scores 7-10	Whaaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
Effort score	2.6	3.1	2.4	2.1	2.2

- Effort scores differ significantly across the contact channels.
- Residents find *In person at their office* is the least difficult channel to use to have their issue resolved (effort score of 2.3) while *Social media* (3.4) and *Email* (3.0) are the channels that prove to be the hardest to resolve the issue.

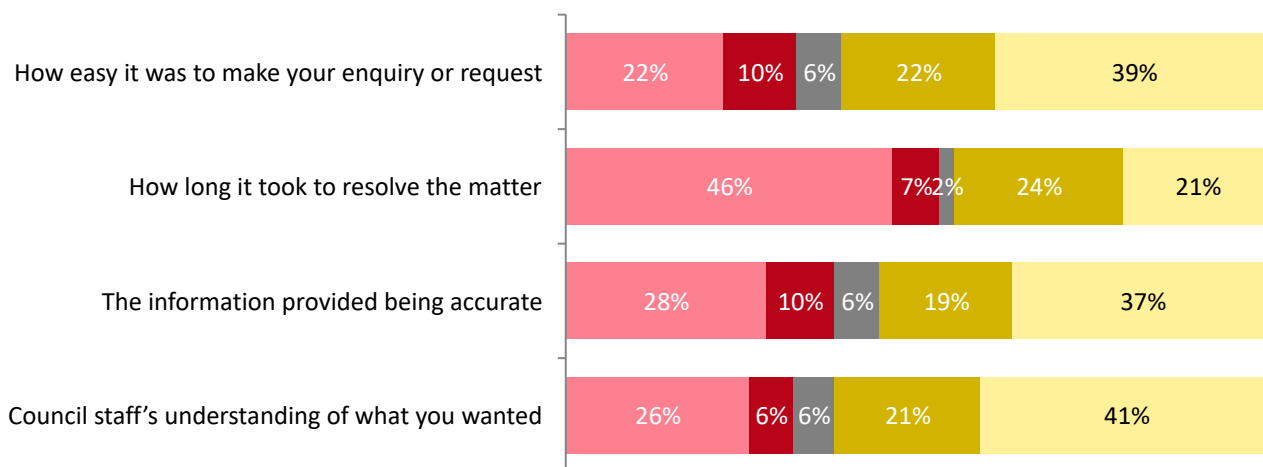
NOTES:

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5. Excludes don't know response
6. INT2. Which best describes how you contacted the Council about this matter? Was it...? n=130
 INT3. How long did it take to conduct your business with Council? n=132

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

Satisfaction with enquiry handling



Very dissatisfied (1-4) Somewhat dissatisfied (5) Somewhat satisfied (6) Satisfied (7-8) Very satisfied (9-10)

Scores with % 7-10	2023	2022	Māori	Non-Māori	18-34	35-49	50-64	65+
How easy it was to make your enquiry or request	61% ▼	75%	68% ▼	59%	41%	74%	51% ▼	74%
How long it took to resolve the matter	45% ▼	60%	56% ▼	42%	37%	43%	43% ▼	57%
The information provided being accurate	56% ▼	73%	55% ▼	56%	51%	54% ▼	48% ▼	77%
Council staff's understanding of what you wanted	62% ▼	75%	63% ▼	62%	39% ▼	73%	55% ▼	73%

- It is important to note that all measures related to *Enquiry handling* have shown a significant year on year decline in satisfaction. Verbatim comments support this and outline many negative experiences. Most common being that the staff do not respond to queries (either adequately or quickly).
- Residents were most satisfied with *Council staff's understanding of what you wanted* (62%) and *How easy it was to make your enquiry or request* equally (61%). Residents who identified as Māori were significantly less likely to be satisfied than non-Māori residents on both of these metrics.
- Wide variation can again be seen by ward.

NOTES:

- Sample: 2023 n=477; 2022 n=444;
- 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
- Māori n=91; All others n=386;
- Excludes don't know response

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Satisfaction with enquiry handling (continued)

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
How easy it was to make your enquiry or request	61%	37%	38%	42% ▼	75%
How long it took to resolve the matter	40%	5% ▼	46%	28%	60%
The information provided being accurate	45%	57%	61%	44%	55%
Council staff's understanding of what you wanted	55%	60%	55%	58%	46%

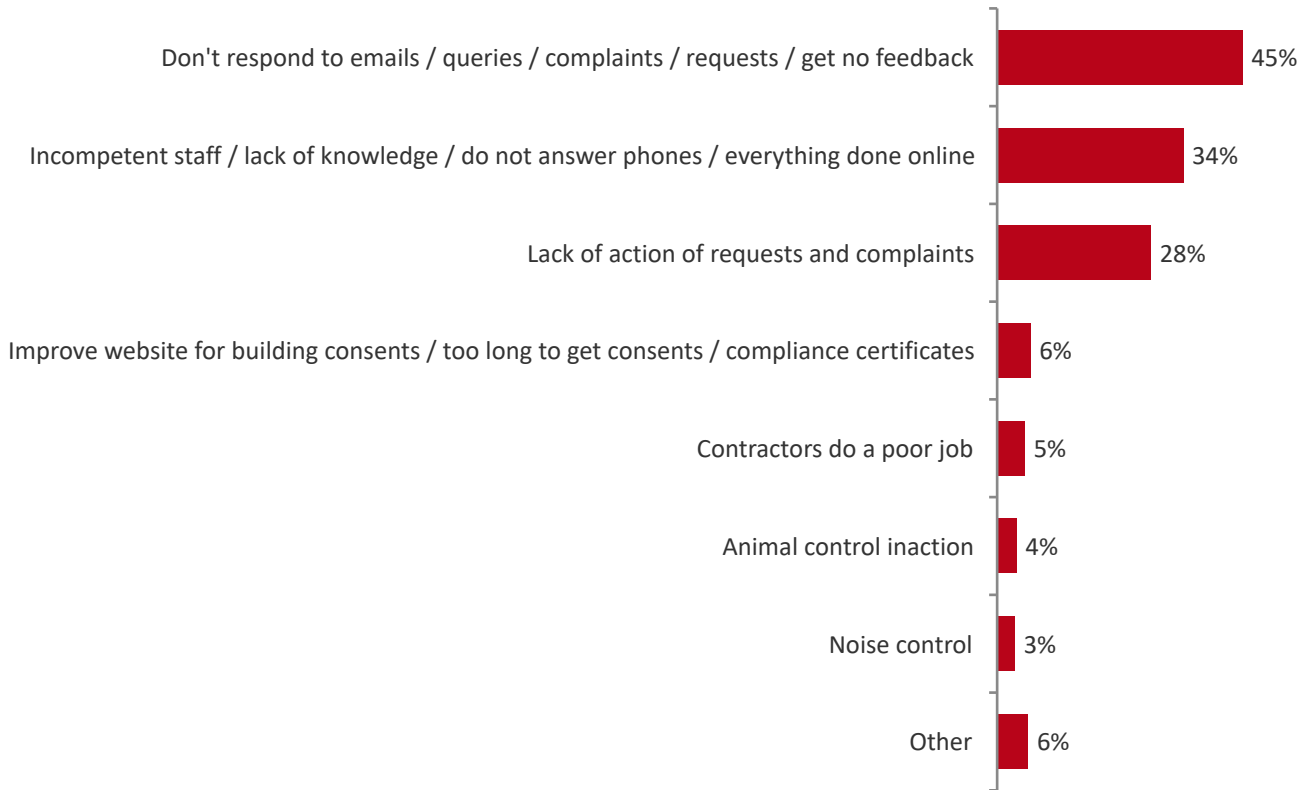
Scores 7-10	Whaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
How easy it was to make your enquiry or request	73%	57% ▼	67%	62%	76%
How long it took to resolve the matter	48%	38% ▼	49%	69%	62%
The information provided being accurate	69%	41% ▼	63%	69%	62%
Council staff's understanding of what you wanted	92%	59% ▼	70%	62%	67%

NOTES:

- Sample: 2023 n=477; 2022 n=444;
- 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
- Male n=223; Female n=254;
- Māori n=91; All others n=386;
- Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingarua General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
- Excludes don't know response

▲ Year-on-year Significantly higher
▼ Year-on-year Significantly lower
▲ Between demographics Significantly higher
▼ Between demographics Significantly lower

Comments on dissatisfaction with customer service



- I am still waiting for a reply. It has been two weeks.*
- Council hides behind call centres, no one will answer calls. They give incorrect information and only correct it when it is proven wrong (e.g. DP requirements). Work is outsourced to contractors, sometimes the very people who tendered for our work and missed out.*
- Nothing has been done to rectify a large lake when it rains in a street in Tuakau. Stormwater drain or a soak pit? This is an ongoing problem for the past 10 years.*
- I made several complaints about the Lily Street track to the rugby ground as it is unsafe, slippery, and needs more steps on the slope. They don't intend to fix it. They haven't been honest in telling me that they don't want to fix it. It's just that they haven't done anything, so I have to presume that's what they have decided. It's been at least two years, and three requests, each one having less interest in their response.*
- I asked for a tree to be cut down, as it is costing myself and neighbours money for cleaning gutters and replacing damaged property.*
- My husband raised the question about the speed signs on Tauwhare Village Road being 100 kilometers one way out of the village, but only 80 kilometers coming into the village. We are still waiting, and the problem is still there, even though the Police know about it. This was on December 10, 2021.*
- The time it took from applying for a Code of compliance to actually getting the completed certificate took 4 months.*
- Nothing has been done and I have not been contacted as promised. I asked for a job to be created and I was told it had been and someone would get in touch with me - they have not, and nothing has happened.*
- Rubbish not collected and staff member gave me incorrect information and bag tags.*

NOTES:

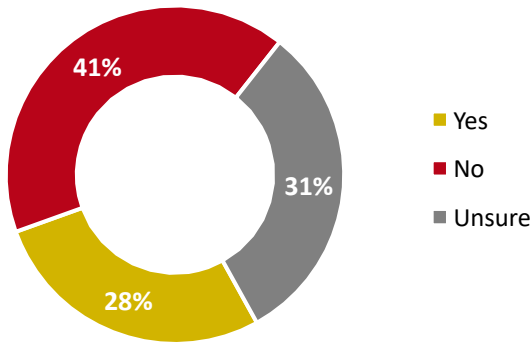
- Sample: 2023 n=477.
- INT5. If you are very dissatisfied with any aspect of your recent interaction with Council, i.e., rated them 1 or 2 out of 10 above, can you please tell us why you are not satisfied? (Please state as many reasons as possible) n=47



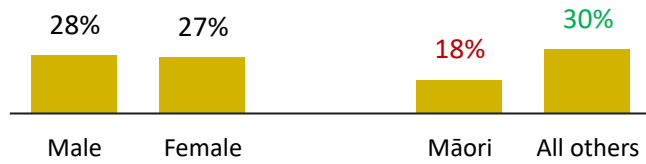
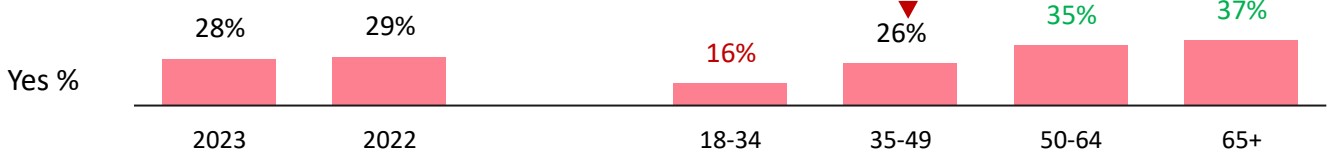
Consultation and communication



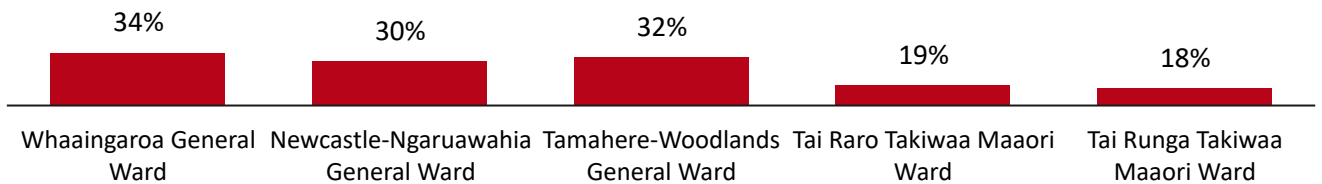
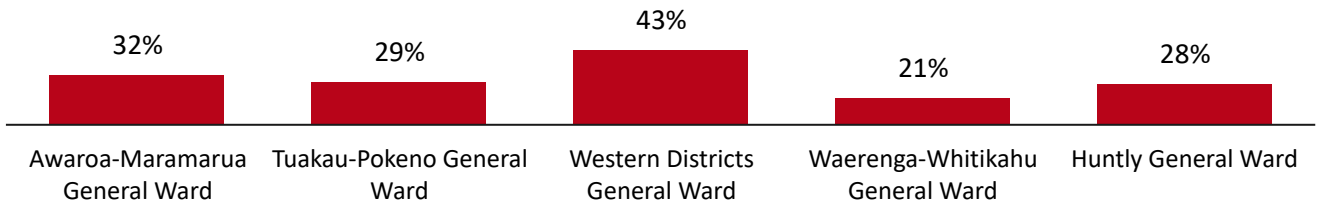
Opportunity to be involved and participate in decision-making



- Less than three in ten respondents (28%) feel that there is *Opportunity to be involved and participate in decision-making*.
- Residents aged 18-34 are significantly less likely to feel that there is *Opportunity to be involved and participate in decision-making* than other age groups.



- Non-Māori residents were significantly more likely to feel that there is *Opportunity to be involved and participate in decision-making*.



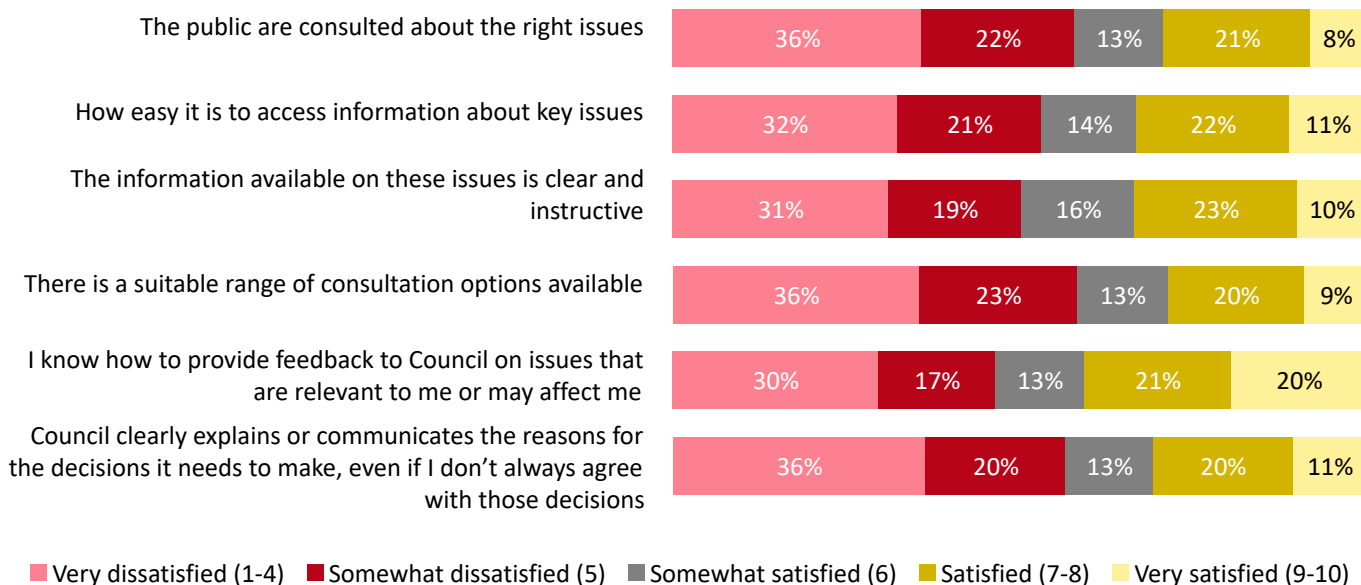
NOTES:

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2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
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6. Excludes don't know response
7. COM1. Do you feel you, as a ratepayer or resident, had the opportunity to be involved and participate in the way Council makes decisions? n=472

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Satisfaction with consultation



Scores with % 7-10	2023	2022	Māori	Non-Māori	18-34	35-49	50-64	65+
The public are consulted about the right issues	29%	32%	25%	30%	29%	22% ▼	30%	41%
How easy it is to access information about key issues	33%	39%	32%	34%	36%	27%	30%	44%
The information available on these issues is clear and instructive	33%	39%	28%	35%	37%	32%	28%	38%
There is a suitable range of consultation options available	29% ▼	37%	25%	30% ▼	28%	24% ▼	29%	37%
I know how to provide feedback to Council on issues that are relevant to me or may affect me	41%	48%	43%	40% ▼	37%	43%	35% ▼	52%
Council clearly explains or communicates the reasons for the decisions it needs to make, even if I don't always agree with those decisions	31%	37%	30%	31%	26%	29%	31%	42%

- There are noticeable decreases across all but one of the individual aspects of Consultation.
- Residents aged 35-49 were significantly less likely to be satisfied with *The public are consulted about the right issues* and *How easy it is to access information about key issues* than those aged over 65 years.

NOTES:

1. Sample: 2023 n=477; 2022 n=444;
2. 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
3. Māori n=91; All others n=386;
4. Excludes don't know response
5. COM2. Thinking about how Council consults with the community and the information provided how satisfied are you with the following? (It does not matter whether you took part or not, it is your opinion that counts) n=393

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

Satisfaction with consultation (continued)

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
The public are consulted about the right issues	25% ▼	14% ▼	11%	25%	26%
How easy it is to access information about key issues	31%	13% ▼	11%	29%	38%
The information available on these issues is clear and instructive	31% ▼	13% ▼	18%	31%	30%
There is a suitable range of consultation options available	36% ▼	22%	19%	20%	16%
I know how to provide feedback to Council on issues that are relevant to me or may affect me	34%	18% ▼	24%	37%	47% ▼
Council clearly explains or communicates the reasons for the decisions it needs to make, even if I don't always agree with those decisions	16% ▼	22%	13%	22%	25%

Scores 7-10	Whaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
The public are consulted about the right issues	32%	42%	50%	27%	18%
How easy it is to access information about key issues	44%	39%	42%	42%	27%
The information available on these issues is clear and instructive	44%	39%	48%	40%	24%
There is a suitable range of consultation options available	30%	40%	39%	25%	23%
I know how to provide feedback to Council on issues that are relevant to me or may affect me	53%	50%	48%	53%	30%
Council clearly explains or communicates the reasons for the decisions it needs to make, even if I don't always agree with those decisions	40%	39%	48%	45% ▲	18% ▼

NOTES:

- Sample: 2023 n=477; 2022 n=444;
- Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingarua General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
- Excludes don't know response
- COM2. Thinking about how Council consults with the community and the information provided how satisfied are you with the following? (It does not matter whether you took part or not, it is your opinion)

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

Ways to stay informed

Scores with % 7-10	2023	2022	Māori	Non-Māori	18-34	35-49	50-64	65+
Newspaper	7% ▼	14%	8% ▼	7% ▼	5% ▼	5%	5% ▼	14% ▼
Council publications	9%	12%	5%	10%	3%	8%	14%	13%
Letters to households	31%	28%	28%	32%	24%	31%	35%	38%
Social Media (Facebook, etc)	26%	21%	37% ▲	23%	40%	27%	17%	18%
Council's website	20%	16%	15%	21%	17%	23%	22% ▲	14%
Radio	2%	2%	1%	3%	5%	1%	1%	1%
Other	2%	4%	3%	1%	1%	1%	3%	1%
Don't know	3%	4%	4%	3%	5%	3%	3%	2%

Scores 7-10	Awaroa-Maramarua General Ward	Tuakau-Pokeno General Ward	Western Districts General Ward	Waerenga-Whitikahu General Ward	Huntly General Ward
Newspaper	-	8%	3%	12%	3%
Council publications	12%	6%	8%	5%	17% ▲
Letters to households	27% ▲	47% ▲	42%	33%	29%
Social Media (Facebook, etc)	31%	27%	29%	21%	19% ▼
Council's website	24%	9%	15%	23%	31% ▲
Radio	2%	2%	-	2%	-
Other	-	2%	4%	2%	-
Don't know	4%	-	-	2%	-

Scores 7-10	Whaingarua General Ward	Newcastle-Ngaruawahia General Ward	Tamahere-Woodlands General Ward	Tai Raro Takiwaa Maaori Ward	Tai Runga Takiwaa Maaori Ward
Newspaper	15%	2%	11%	8% ▼	9%
Council publications	15%	11%	9%	5%	6%
Letters to households	24%	30%	34%	19%	32%
Social Media (Facebook, etc)	19%	23%	21%	41%	31%
Council's website	17%	22%	18%	19%	13%
Radio	6%	5%	1%	0%	2%
Other	-	2%	2%	6%	-
Don't know	4%	5%	4%	3%	7%

NOTES:

- Sample: 2023 n=477; 2022 n=444;
- 18-34 n=140; 35-49 n=96; 50-64 n=119; 65 n=122;
- Māori n=91; All others n=386;
- Awaroa-Maramarua General Ward n=53; Tuakau-Pokeno General Ward n=56; Western Districts General Ward n=20; Waerenga-Whitikahu General Ward n=43; Huntly General Ward n=28; Whaingarua General Ward n=40; Newcastle-Ngaruawahia General Ward n=77; Tamahere-Woodlands General Ward n=79; Tai Raro Takiwaa Maaori Ward n=37; Tai Runga Takiwaa Maaori Ward n=44 .
- Excludes don't know response

▲ Significantly higher
▼ Significantly lower

▲ Significantly higher
▼ Significantly lower



Sample profile

Waikato



District Council

Document Set ID: 4184024

Version: 1, Version Date: 28/07/2023

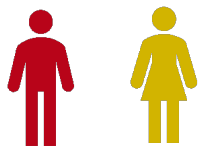


KEYRESEARCH

Unlocking Business Knowledge

Demographics

Gender



	Male	Female
Weighted	50%	50%
Unweighted	47%	53%

Age (weighted)

Age Group	Weighted	Unweighted
18 to 34 years	26%	29%
35 to 49 years	28%	20%
50 to 64 years	28%	25%
65 years or over	17%	26%

Ethnicity (weighted)

Ethnicity	Weighted	Unweighted
Māori	22%	19%
Non-Māori	78%	81%

Paying rates (weighted)

Response	Weighted	Unweighted
Yes	87%	87%
No	8%	7%
Renting	5%	6%

Ward (weighted)

Ward	Weighted	Unweighted
Awaroa-Maramarua General Ward	11%	11%
Tuakau-Pokeno General Ward	12%	12%
Western Districts General Ward	3%	4%
Waerenga-Whitikahu General Ward	10%	9%
Huntly General Ward	9%	6%
Whaingaroa General Ward	7%	8%
Newcastle-Ngaruawahia General Ward	17%	16%
Tamahere-Woodlands General Ward	14%	17%
Tai Raro Takiwaa Maaori Ward	10%	8%
Tai Runga Takiwaa Maaori Ward	9%	9%

Length of time lived in Waikato District (weighted)

Length of time	Weighted	Unweighted
5 years or less	21%	20%
6 to 10 years	14%	14%
Over 10 years	64%	65%
Unsure	1%	1%

Demographics (counts)

Male	223
Female	254

Māori	91
Non-Māori	386

Awaroa-Maramarua General Ward	53
Tuakau-Pokeno General Ward	56
Western Districts General Ward	20
Waerenga-Whitikahu General Ward	43
Huntly General Ward	28
Whaaingarua General Ward	40
Newcastle-Ngaruawahia General Ward	77
Tamahere-Woodlands General Ward	79
Tai Raro Takiwaa Maaori Ward	37
Tai Runga Takiwaa Maaori Ward	44

18 to 34 years	140
35 to 49 years	96
50 to 64 years	119
65 years or over	122

5 years or less	95
6 years to 10 years	68
Over 10 years	310
Unsure	4

Pay rates	410
Don't pay rates	34
Renting	28
Don't know	-

In a town or township, e.g., an urban area	136
On the outskirts of town, a semi urban area	62
In an area of predominantly lifestyle blocks or farms, e.g., a rural area	279

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To	Performance and Strategy Committee
Report title	Indicative Financial Performance Summary for the year ended 30 June 2023
Date:	7 August 2023
Report Author:	Colin Bailey – Finance Manager
Authorised by:	Alison Diaz - Chief Financial Officer

1. Purpose of the report

Te Take moo te puurongo

To inform the Performance and Strategy Committee on the indicative full year financial performance against the 2022/23 year in the LTP 2021-31 and those budgets carried forward from the 2021/22 budget year.

2. Executive summary

Whakaraapopototanga matua

The report provides a summary of indicative revenue and expenses, capital expenditure and key reserves balances for the year to 30 June 2023. The final results for the year will be available after the infrastructure asset revaluation entries have been processed and at the completion of the Annual Report audit, scheduled for September 2023.

Key items to note are:

- **Financial Performance Summary**
 - The overall indicative financial performance and the major reserve balances are as expected, apart from the vestment of State Highway 1 to Council that was planned for the 2020/21 budget year which continues to be delayed. The budget for this vestment is shown as income.
 - Council's indicative surplus for the year is \$12.4 million compared to the planned surplus of \$64.4 million, due to the delay in the vesting of assets (see above).
 - Subsidies and Grants are \$10.9 million less than planned due to lower activity levels for Roothing (Lower NZTA subsidy received).
-

- Finance Revenue (interest received) is \$1.5 million more than budget due to higher than planned interest rates on funds on deposit.
- Personnel costs are \$1.5 million below plan due to difficulties and delays in recruiting staff to fill vacant roles.
- Lower than planned activity levels resulted in Other Expenses being \$11.3 million less than budget.

- **Capital Expenditure**

- Indicative full year capital expenditure is \$77.8 million, compared to the planned expenditure of \$195.5 million (including carry forwards from 2021/2022). This is an increase of \$19.2 million over the previous year (\$58.6 million). The plans underway to further increase capex spend are detailed in the Service Delivery reports to the Infrastructure Committee.
- In summary, Sustainable Communities (\$16.6 million), Roothing (\$24.7 million) and three waters (\$32.1 million) are the primary areas of spend.

The indicative financial statements, as appended to this report, show the 2022/2023 indicative actuals against the prior year's actuals (rather than comparing actuals to budget) for the full year to 30 June 2023.

- **Statement of Comprehensive Revenue and Expense:**

- Revenue (excluding the vesting of State Highway 1) is \$10.7 million higher than the prior year due to higher charges and growth in General and Targeted Rates and higher than prior year Penalty Income. Partially offsetting these increases is a reduction in Development and Financial Contributions, impacted by the relative timing of the development cycle.
- Depreciation and amortisation expense is \$5.2 million higher than the prior year due to higher asset values following the 2021/22 year end revaluations.
- Personnel costs are higher than prior year due to the higher headcount and market movement increases, partially offset by savings from vacancies.
- Other expenses are higher than last year due to higher activity costs in the Roothing and Three Waters areas, and consultancy costs to cover staff and skills shortages.

- **Statement of Financial Position:**

- Current assets are \$1.9 million less than prior year due to less cash on hand, lower debtors and assets held for resale, partially offset by a slight increase in prepayments.
 - Non-current assets increased marginally with increases in Fixed Assets, Investments and Derivative Financial Assets partially offset by amortisation of Intangible Assets.
 - Creditors and Other Liabilities are \$0.6 million higher than prior year due to capital expenditure timing.
-

- **Debt**

- Actual year-end debt is \$125.5 million, an increase of \$26.9 million during the year.
- Borrowings are from LGFA (\$120 million) and Housing Infrastructure Fund (HIF) (\$5.5 million). The HIF debt is the loan facility in place to support Water and Wastewater infrastructure expenditure in Te Kauwhata and is interest free. This benefit is passed onto developers through development agreements and contributions.
- The lower than planned debt level is the result of the lower than planned capital expenditure in 2021/2022.
- As capital expenditure ramps up so does debt. Council has sufficient headroom to the debt cap for the expected capital expenditure carry forward budgeted and planned expenditure for 2023/2024.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Strategy and Finance Committee receives the Indicative Financial Performance Summary for the year ended 30 June 2023.

4. Attachments

Ngaa taapirihanga

Attachment 1 – Indicative Financial Performance Summary for the year ended 30 June 2023

Attachments 2a and 2b – Indicative Statement of Comprehensive Revenue and Expense (Profit & Loss) and Notes for the year ended 30 June 2023

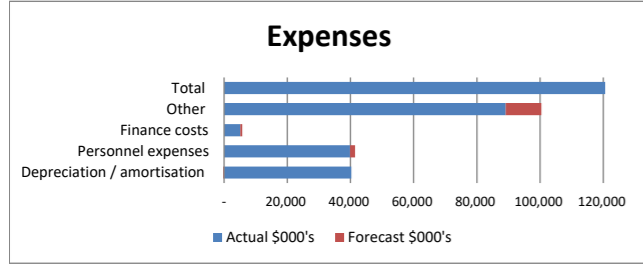
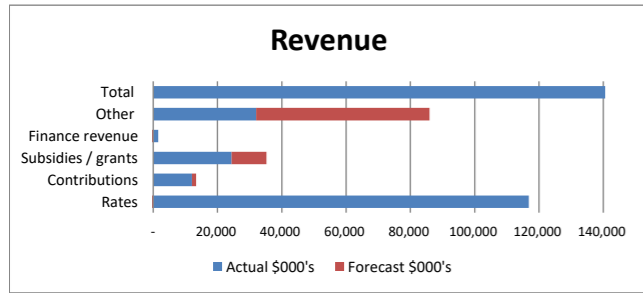
Attachment 3a, 3b and 3c – Statement of Financial Position (Balance Sheet) and Notes for the year ended 30 June 2023

AT A GLANCE

The vesting of State Highway 1 (through Huntly) to Council that was planned for the 2022/23 financial year is not yet finalised. This is the main variance contributing to the surplus for the year to date being below expectations. Rates income is above forecast levels due to property capital values in the district exceeding budgeted values. Operating expenses are below budget due to lower activity levels and timing of the overall work plan. Asset valuations at 30 June 2022 were higher than expected which increased depreciation expenses in 2022/23. Capital expenditure YTD is \$77.8 million, ahead of last year but less than budget.

	Jun-23	Open Bal
	\$000's	\$000's
Reserve Balances Summary		
Restricted reserves	446	197
Council reserves	22,762	29,251
Development contributions	(32,025)	(28,825)
Replacement funds	33,233	27,527
Targeted rate reserves	(20,628)	(15,016)
Total	3,788	13,134

	Jun-23	Open Bal
	\$000's	\$000's
Key reserves (included in balances above)		
Disaster recovery	1,980	1,825
Hamilton East Property proceeds	2,308	2,308
Structure plan non-growth reserve	2,106	2,109
Northgate development area	(5,465)	(5,210)
Pokeno Structure plan	(14,088)	(13,112)
Tamahere Structure plan	(1,975)	(1,915)
DW water targeted rate	(17,281)	(14,412)
DW wastewater targeted rate	(4,472)	(4,399)
Total	(36,887)	(32,806)



INDICATIVE FINANCIAL PERFORMANCE SUMMARY

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For the twelve months to 30 June 2023

	Actual \$000's	FY Forecast \$000's	% usage	YTD Variance \$000's	Ref.
Revenue					
Rates	116,784	113,744	103%	(3,040)	1
Development and financial contributions	12,051	13,326	90%	1,275	2
Subsidies and grants	24,353	35,232	69%	10,880	3
Finance revenue	1,545	50	3090%	(1,495)	4
Other revenue	32,028	85,951	37%	53,923	5
Total revenue	186,761	248,304	75%	61,543	
Expense					
Depreciation and amortisation expense	40,243	36,271	111%	(3,973)	6
Personnel expenses	39,875	41,404	96%	1,528	7
Finance costs	5,106	5,770	88%	664	8
Other expenses	89,081	100,428	89%	11,347	9
Total operating expenses	174,305	183,872	95%	9,567	
Surplus (deficit) before tax	12,456	64,432	19%	51,976	

The net operating surplus of 12.4 million is \$51.9 million behind year to date expectations in overall terms.

Items to note are as follows:

Income

- Above budget - Rates income affected by higher than estimated capital values. The surplus has been committed to fund an expected leaky building claim.
- Below budget - Development and financial contribution income is impacted by the relative timing of the development cycle
- Below budget - Subsidies are linked to progress of physical work programmes that are tracking behind plan.
- Above budget - Interest rates on deposits are higher than budget, plus funds on deposit are higher than budget due to work programmes tracking behind plan
- Below budget - The budget allowed for \$54 million of roading assets to be vested with Council. \$38 million of this relates to State Highway 1 for which revocation has not yet occurred

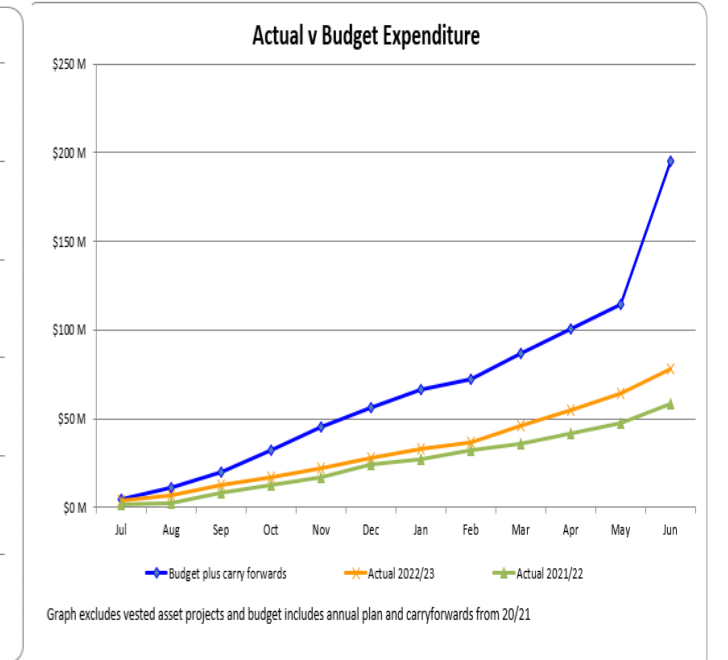
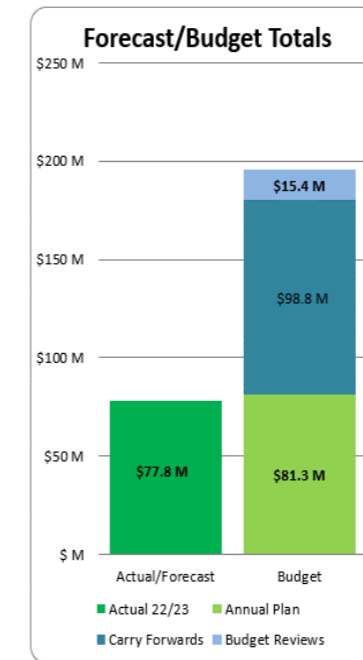
Expense

- Above budget - Higher than anticipated year end asset valuations resulted in depreciation being higher than budget.
- Below budget - Staff vacancies in many areas of the organisation.
- Below budget - Lower than budgeted activity levels have resulted in lower than anticipated borrowings and consequently interest costs.
- Below budget - work programmes are tracking behind plan.

Net Operating Surplus (Deficit) Breakdown	Actual \$000's	FY Forecast \$000's	Variance \$000's	Favourable (F) / Unfavourable (U)
Roading	2,923	68,814	65,892	U - Timing of vested asset revenue
Water	140	492	351	U - Activity levels above expectations
Wastewater	7,763	3,292	(4,471)	F - Activity levels below expectations
Stormwater	(596)	(1,840)	(1,244)	F - Activity levels below expectations
Sustainable Communities	2,434	2,012	(422)	F - Fees and charges and cost recoveries higher than budget
Sustainable Environment	(4,866)	(3,335)	1,531	U - Activity expenditure higher than budget
Governance	(125)	(414)	(289)	F - Tracking ahead of budget deficit due to unfilled vacancies and low activity expenditure.
Organisational Support	3,491	(4,589)	(8,080)	F - Low levels of activity expenditure
Total Group of Activities	11,164	64,432	53,268	
General rate usage	1,291	-	(1,291)	F - The general rate income recognised currently exceeds the amount of general rate used. This number adjusts throughout the year relative to activity expenditure.
Surplus (deficit)	12,456	64,432	51,976	

Capital expenditure	Actual \$000's	FY Budget \$000's	Variance
Organisational Support	4.0	12.3	-8.2
Roading	24.7	55.3	-30.6
Stormwater	1.3	8.9	-7.6
Sustainable Communities	16.6	46.8	-30.2
Sustainable Environment	0.4	4.0	-3.6
Wastewater	16.6	39.7	-23.1
Water Supply	14.2	28.5	-14.3
Total Group of Activities	77.8	195.5	-117.7

The "FY Budget" shown above relates to the first year of the LTP, including projects undertaken by developers on behalf of council plus any carry forward works from 2021/22.



Current Working Capital

Current Assets	\$45,113,700
Cash & cash equivalents	\$22,340,653
Debtors & other receivables	\$20,157,099
Prepayments	\$2,605,062
Other current assets	\$10,886

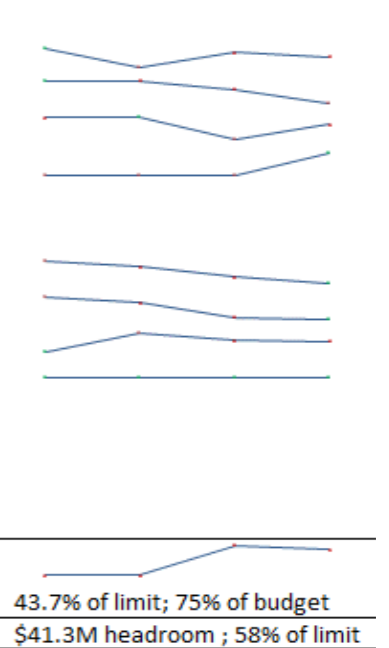
Current Liabilities

Current Liabilities	\$29,772,448
Accounts Payable	\$11,006,258
Deposits & Bonds	\$240,002
Accrued expenses	\$18,526,188
Rates in advance	\$0
Working capital	\$15,341,252
Current ratio	1.52

Limit on Total Debt

Limit on Total Debt	\$287,511,000
Current Borrowing	\$125,579,338
Plan Debt 22/23	\$166,846,000

43.7% of limit; 75% of budget
\$41.3M headroom ; 58% of limit



Waikato District Council
PROFORMA

Statement of comprehensive revenue and expense as at
30 June 2023

Note	30 Jun 2023	30 Jun 2022
Revenue		
1 Rates, including targeted water supply rates	1 16,784,282	109,331,321
Development and financial contributions	12,050,757	15,346,673
Subsidies and grants	24,352,913	28,603,668
Finance income	1,544,893	250,102
Other income	32,027,973	76,521,050
Total income	186,760,819	230,052,814
Expense		
Depreciation and amortisation expense	40,243,452	35,008,802
2 Personnel costs	39,875,460	35,625,632
3 Finance expenses	5,105,564	4,782,338
4 Other expenses	89,080,800	82,643,413
Total expenditure	174,305,276	158,060,185
Operating surplus (deficit) before tax	12,455,543	71,992,629

**Waikato District Council
PROFORMA**

**Notes - Statement of comprehensive revenue and expense as at
30 June 2023**

	30 Jun 2023	30 Jun 2022
Note		
1	<u>Rates, including targeted water supply rates</u>	
General rate	66,370,682	62,705,051
Uniform annual general charge	12,284,935	11,643,999
<i>Total general rates income</i>	78,655,616	74,349,050
Community centres & facilities	865,244	848,138
Wastewater	15,161,700	13,412,418
Refuse & waste management	5,360,933	4,908,650
Metered water supply rates	6,708,070	7,282,351
Other water rates	5,593,898	4,689,159
Stormwater	2,551,062	2,260,829
Community boards	274,706	272,134
<i>Total targeted rates income</i>	36,515,614	33,673,679
plus: Penalties revenue	2,387,444	2,025,364
Total rates revenue	117,558,675	110,048,092
less: Rate remissions	(774,392)	(716,771)
Net rates revenue	116,784,282	109,331,321
2	<u>Personnel costs</u>	
Salaries & wages	38,450,186	34,375,820
Kiwisaver contributions	939,685	861,586
ACC levies	97,517	113,721
Fringe benefit tax	184,075	138,668
Mileage reimbursements	90,633	30,866
Other personnel costs	113,365	104,971
Total personnel costs	39,875,460	35,625,632
3	<u>Finance expenditure</u>	
External interest expense	5,104,968	4,772,361
Interest on reserves	596	9,977
Total finance expenditure	5,105,564	4,782,338
4	<u>Other expenses</u>	
Audit fees	213,574	206,914
Activity expenditure	87,937,084	79,280,474
Debt write-off	220,479	6,799
Penalties written-off	588,204	645,150
Treasury administration	55,826	96,452
Asset adjustments	65,633	2,283,575
Property, plant and equipment - losses on dispo	-	124,051
Total other expenses	89,080,800	82,643,413

Waikato District Council
PROFORMA
Statement of financial position as at
30 June 2023

Note	30 Jun 2023	30 Jun 2022
ASSETS		
Current assets		
	Cash & cash equivalents	22,340,653
1	Debtors & other receivables	22,976,853
	Prepayments	20,861,804
2	Other current assets	2,605,062
	Total current assets	5,561,618
	50,664,432	52,574,815
Non-current assets		
3	Investments in other entities	38,285,543
	Investment property	37,436,669
	Intangible assets	625,000
4	Property plant & equipment	1,783,026
	Derivative Financial Instruments	2,134,823
	Total non-current assets	2,221,756,470
	2,263,667,383	2,274,331,285
	TOTAL ASSETS	2,314,331,815
LIABILITIES		
5	Creditors & other payables	29,772,448
6	Other liabilities	29,571,180
7	Borrowing	7,511,874
	TOTAL LIABILITIES	135,318,135
	162,863,661	135,318,135
	NET ASSETS	2,151,468,154
	2,151,468,154	2,139,013,150
EQUITY		
	Accumulated funds	1,214,467,121
	Year to date surplus (deficit)	1,146,279,730
8	Year to date reserve transfers	12,455,543
	Council reserves	33,721,762
	Restricted reserves	(3,804,699)
	Replacement funds	(1,333,375)
	Targeted rate reserves	29,250,788
	Development contributions	446,489
	Revaluation reserves	477,087
	Fair value through other comprehensive revenue & expense	30,332,176
	TOTAL EQUITY	2,139,013,150
	2,151,468,154	2,139,013,150

*The financial statement set out above should be read in conjunction with the notes
set out on the following pages*

Waikato District Council
PROFORMA
Notes to the financial statements as at
30 June 2023

	<u>30 June 2023</u>			<u>30 June 2022</u>		
I Debtors & other receivables						
Accruals		4,409,817				6,766,343
Rates receivable		5,001,462				4,389,172
Sundry debtors		10,865,314				9,816,321
GST refund due (payable)		570,935				526,501
		20,847,529				21,498,337
Provision for doubtful debt:		(690,430)				(636,534)
Net debtors & other receivables		20,157,099				20,861,804
2 Other current assets						
Cattle		10,887				2,855
Non-current assets held for sale		5,550,732				6,543,663
Total other current assets		5,561,618				6,546,518
3 Investments in other entities						
Community loans		863,307				889,432
Strada Corporation Ltd		700,000				700,000
NZ Local Government Insurance		42,085				42,085
Waikato Regional Airport Ltd		32,944,611				32,944,611
BNZ - Term deposit		861,886				861,886
Local Authority Shared Services Ltd						
LASS shares		-				-
Waikato Regional Transport Ltd		112,500				112,500
Shared Valuation Database Services Ltd		106,674				106,674
LGFA borrower notes		2,654,481				1,779,481
Total investments		38,285,543				37,436,669
4 Property, plant & equipment (PP&E)						
	<u>30 June 2023</u>			<u>30 June 2022</u>		
	<u>Cost / Val'n</u>	<u>Accum dep'n</u>	<u>Book value</u>	<u>Cost / Val'n</u>	<u>Accum dep'n</u>	<u>Book value</u>
Bridges	304,728,778	(6,643,866)	298,084,912	302,595,655	-	302,595,655
Buildings	74,944,333	(3,029,457)	71,914,877	77,267,772	-	77,267,772
Computers	3,250,044	(2,293,183)	956,862	2,822,567	(1,918,873)	903,693
Drainage	2,756,176	(35,311)	2,720,865	2,756,176	-	2,756,176
Furniture	1,906,659	(1,495,299)	411,360	1,922,339	(1,383,937)	538,401
Land	207,129,895	-	207,129,895	201,343,900	-	201,343,900
Land under roads	110,268,123	-	110,268,123	110,268,123	-	110,268,123
Library books	7,663,022	(5,980,746)	1,682,276	7,213,673	(5,560,498)	1,653,175
Office equipment	1,418,220	(1,307,727)	110,493	1,404,420	(1,287,194)	117,226
Parks and reserves	79,171,008	(4,168,535)	75,002,473	74,371,925	-	74,371,925
Plant	6,288,166	(3,650,713)	2,637,453	6,003,892	(3,610,450)	2,393,442
Roading	934,687,287	(15,707,138)	918,980,149	916,425,607	-	916,425,607
Stormwater	94,108,638	(1,221,842)	92,886,796	94,108,638	-	94,108,638
Transfer stations	3,153,197	(103,408)	3,049,789	2,978,484	-	2,978,484
Wastewater	169,810,883	(3,668,400)	166,142,483	163,900,173	-	163,900,173
Water	180,988,803	(3,715,131)	177,273,672	171,603,222	-	171,603,222
Work in progress	89,398,439	-	89,398,439	56,710,811	-	56,710,811
Total PP&E	2,271,671,671	(53,020,754)	2,218,650,916	2,193,697,377	(13,760,953)	2,179,936,424

Waikato District Council
PROFORMA
Notes to the financial statements as at
30 June 2023

Note	30 June 2023	30 June 2022	
5 Creditors & other payables			
Trade payables	11,006,258	8,342,158	
Deposits & bonds	240,002	238,656	
Accrued expenses	18,533,645	20,990,395	
Rates in advance	(7,457)	(30)	
Total creditors & other payables	29,772,448	29,571,180	
6 Other liabilities			
Employee entitlements	5,303,760	4,890,371	
Provisions	2,208,114	2,208,114	
Derivative financial instruments	-	7,427	
Total other liabilities	7,511,874	7,105,912	
7 Borrowings			
Non current portion of borrowing	104,579,338	77,641,044	
Current portion of borrowing	21,000,000	21,000,000	
Total borrowings	125,579,338	98,641,044	
8 Reserve movements	Balance as at	Movements	Opening
	30 June 2023		balance
Council reserves	(1,333,375)	30,584,162	29,250,788
Restricted reserves	446,489	30,598	477,087
Replacement funds	33,232,841	(5,705,540)	27,527,301
Targeted rate reserves	(20,628,234)	5,612,031	(15,016,202)
Development contributions	(32,025,465)	3,200,510	(28,824,955)
per Reserve balance report	(20,307,744)	33,721,762	13,414,018
Revaluation reserves	880,799,295	-	880,799,295
Fair value through other comprehensive revenue and expense	30,332,176	-	30,332,176
Total other reserves	890,823,728	33,721,762	924,545,490

To	Performance and Strategy Committee
Report title	Indicative Treasury Risk Management Policy – Compliance Report at 30 June 2023
Date:	7 August 2023
Report Author:	Jean de Abreu, Financial Accountant
Authorised by:	Colin Bailey, Finance Manager

1. Purpose of the report

Te Take moo te puurongo

The purpose of this report is to inform the Performance and Strategy Committee of compliance with the Treasury Risk Management Policy.

2. Executive summary

Whakaraapopototanga matua

All areas of the treasury risk management are within policy limits.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee receives the Indicative Treasury Risk Management Policy Compliance report.

4. Attachments

Ngaa taapirihanga

Attachment – Treasury Risk Management Policy Compliance Report at 30 June 2023

Waikato District Council
 Treasury risk management policy - Compliance report
 As at 30 June 2023

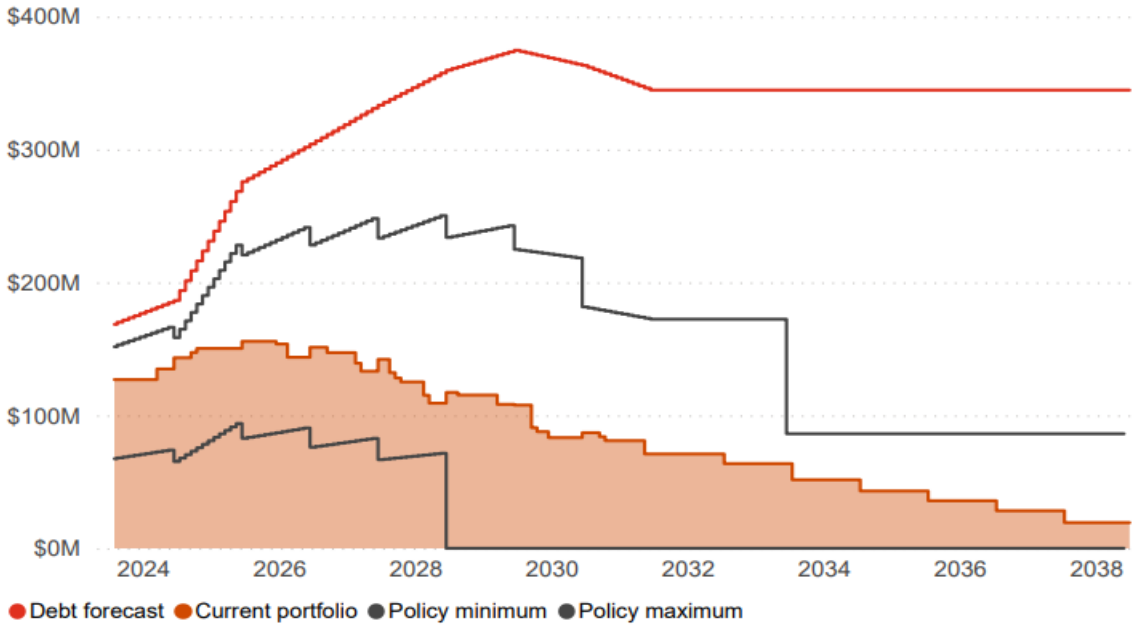
	Policy criteria	Policy limit	Actual	Within policy?																																								
1	The percentage of net external debt to annual revenue Net external debt = Total annual revenue =	<175% Net external debt is defined as total external debt less liquid financial assets/investments Total annual revenue is defined as earnings from rates, grants and subsidies, user charges, interest, dividends, financial and other revenue and excludes non-government capital contributions (e.g. developer contributions and vested assets).	64.9%	✓																																								
2	Net interest expense on net external debt as a percentage of total annual revenue Net interest expense =	<20%	3.1%	total interest and financing costs less interest income ✓																																								
3	Net interest expense on net external debt as a percentage of planned annual rates	<25%	4.5%	✓																																								
4	Liquidity ratio Liquidity =	>110%	113%	Liquidity is defined as external debt plus available committed bank facilities plus liquid investments divided by current external debt ✓																																								
5	Interest rate benchmark chart Comparison of actual monthly and year-to-date interest payable, including the cost of swaps in place vs borrowing the total debt amount at the combined average of the 90-day bill rate and the five-year investor swap rate over the last two years.																																											
<table border="1"> <caption>Estimated data for Interest Rate Benchmark Chart</caption> <thead> <tr> <th>Month</th> <th>90 Day Bank Bill rate (%)</th> <th>Budget (%)</th> <th>Actual (%)</th> </tr> </thead> <tbody> <tr><td>Jun-21</td><td>2.80</td><td>4.35</td><td>4.50</td></tr> <tr><td>Sep-21</td><td>2.90</td><td>4.35</td><td>4.40</td></tr> <tr><td>Dec-21</td><td>3.10</td><td>4.35</td><td>4.70</td></tr> <tr><td>Mar-22</td><td>3.40</td><td>4.35</td><td>4.85</td></tr> <tr><td>Jun-22</td><td>3.65</td><td>4.35</td><td>4.35</td></tr> <tr><td>Sep-22</td><td>3.80</td><td>4.35</td><td>4.50</td></tr> <tr><td>Dec-22</td><td>4.30</td><td>4.35</td><td>4.50</td></tr> <tr><td>Mar-23</td><td>4.50</td><td>4.35</td><td>4.70</td></tr> <tr><td>Jun-23</td><td>4.50</td><td>4.35</td><td>4.50</td></tr> </tbody> </table>					Month	90 Day Bank Bill rate (%)	Budget (%)	Actual (%)	Jun-21	2.80	4.35	4.50	Sep-21	2.90	4.35	4.40	Dec-21	3.10	4.35	4.70	Mar-22	3.40	4.35	4.85	Jun-22	3.65	4.35	4.35	Sep-22	3.80	4.35	4.50	Dec-22	4.30	4.35	4.50	Mar-23	4.50	4.35	4.70	Jun-23	4.50	4.35	4.50
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7	Current interest rate swaps (including forward starts)			
	<u>Amount</u> \$	<u>Effective date</u>	<u>Termination date</u>	<u>Fixed rate</u>
	Live swaps			
	2,000,000	22-Jun-17	23-Jun-25	3.52%
	2,000,000	25-Sep-17	25-Feb-27	3.67%
	6,000,000	31-Oct-17	31-Jan-27	3.67%
	10,000,000	28-Feb-18	28-Feb-28	3.33%
	10,000,000	28-Aug-18	30-Aug-27	3.37%
	10,000,000	28-Feb-19	27-Feb-26	3.33%
	2,000,000	1-Mar-19	1-Dec-25	3.85%
	2,000,000	19-Jun-19	19-Mar-28	3.10%
	2,000,000	19-Jun-19	19-Mar-27	3.28%
	10,000,000	30-Sep-19	28-Sep-29	3.55%
	5,000,000	30-Jun-20	29-Jun-29	3.63%
	3,000,000	20-Apr-22	21-Oct-30	4.06%
	3,000,000	20-Apr-22	23-Oct-29	4.08%
	2,000,000	21-Jun-22	21-Aug-28	4.09%
	4,000,000	22-Jun-22	24-Sep-29	3.99%
	3,000,000	22-Jun-22	24-Sep-29	4.05%
	3,000,000	23-Jun-22	23-Sep-30	3.92%
	4,500,000	23-Jun-22	21-Dec-29	3.97%
	4,000,000	23-Jun-22	23-Mar-29	3.97%
	3,000,000	23-Jun-22	23-Mar-29	3.97%
	4,000,000	23-Jun-22	23-Mar-28	4.06%
	3,000,000	22-Mar-23	22-Jun-29	4.20%
	97,500,000 Total "live" swaps		Average interest rate of live swaps	3.67%
	Forward starting Swaps			
	4,000,000	25-Mar-24	25-Sep-26	4.21%
	4,000,000	25-Mar-24	25-Mar-27	4.21%
	4,000,000	23-Sep-24	23-Sep-27	4.26%
	3,000,000	21-Oct-24	21-Oct-27	4.27%
	112,500,000 Total swaps		Average interest rate of total swaps	3.75%
8	Forward start period to be no more than 24 months <u>unless</u> there is a match with the expiry date of an existing swap of the same notional amount	4 swaps with start periods > 24 months forward all are matched with existing swaps		
9	Counterparty credit risk - swaps NZ registered banks (each) - ANZ / National - ASB - BNZ - HSBC - Westpac	\$30m		\$0m \$0m \$16.28m \$0m \$0m
				✓ ✓ ✓ ✓ ✓

10 Council's net external debt should be within the following fixed/floating interest rate risk control limits.:

Debt period ending	Debt Forecast \$m	Policy criteria	Actual	Within policy
Current	176	40% - 90%	73.3%	✓
Year 1	227	40% - 90%	66.0%	✓
Year 2	289	35% - 85%	52.5%	✓
Year 3	318	30% - 80%	45.5%	✓
Year 4	345	25% - 75%	36.0%	✓
Year 5	367	20% - 70%	31.1%	✓
Year 6	369	0% - 65%	24.5%	✓
Year 7	355	0% - 60%	23.1%	✓
Year 8	345	0% - 50%	20.6%	✓
Year 9	345	0% - 50%	18.7%	✓
Year 10	345	0% - 50%	15.3%	✓

Interest rate risk timeline

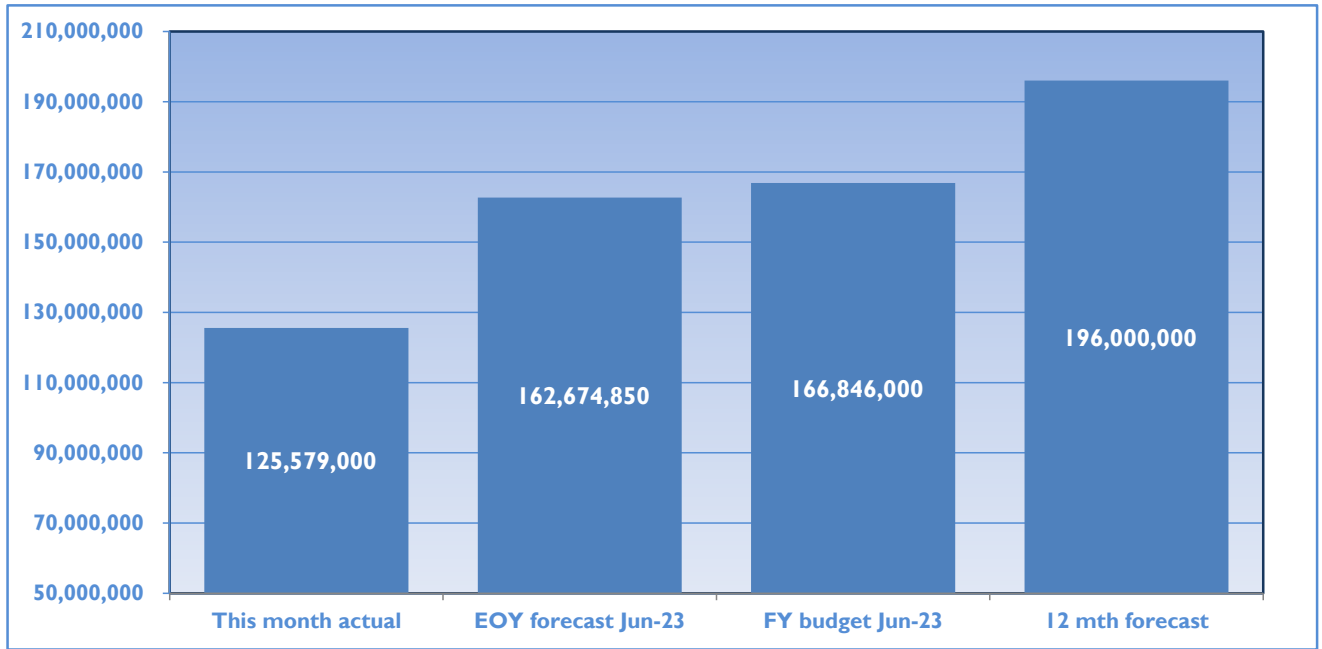


	Policy criteria	Policy limit	Actual	Within policy?
11	Debt affordability benchmark - limit on debt (actual debt <= limit on debt)	<= \$287.5m	\$126m	✓
12	Balanced budget benchmark (revenue / expenses)	>=100%	100%	✓
13	Essential services benchmark (CAPEX / dep'n - infrastructure)	>=100%	185%	✓
14	Debt servicing benchmark (borrowing costs / revenue) borrowing costs =	<15%	2.9%	✓

finance expenses per statement of comprehensive revenue and expense

15 Borrowing at June 2023

This graph depicts actual borrowing - LGFA plus bank (BNZ).



16	Actual monthly (gross) borrowing is within end-of-year budget	\$166,846,000	\$125,579,000	✓
-----------	---	---------------	---------------	---

17	The maturity profile of the total committed funding in respect of all loans and committed facilities			
	0 to 3 years	15% - 60%	52%	✓
	3 to 7 years	25% - 85%	40%	✓
	7 years plus	0% - 60%	7%	✓

Funding maturity profile



18	<u>Financial assets</u> \$'000 <i>Share investments held for strategic purposes</i> Local Authority Shared Services Limited 220 Waikato Regional Airport Limited 32,945 Strada Corporation Limited 700 Civic Financial Services Limited 42 <i>Investments held to reduce the current ratepayer burden</i> Community loans as below 862 <i>Short-term investments held for liquidity & working capital requirements</i> Bank & cash balances 2,565 Short-term bank deposits 17,900 Total investments \$55,234																																																																								
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To	Performance and Strategy Committee
Report title	2022/23 end of year non-financial performance results
Date:	20 July 2023
Report Author:	Nicole Hubbard, Corporate Planning Manager
Authorised by:	Tony Whittaker, Chief Operating Officer

1. Purpose of the report

Te Take moo te puurongo

To inform the Performance and Strategy Committee of the 2022/23 end of year non-financial performance results, and to seek approval for the results to be included in the draft Annual Report subject to audit review.

2. Executive summary

Whakaraapopototanga matua

There are 63 performance measures in Council's 2021-2031 Long Term Plan. Results for two measures are yet to be confirmed, of the remaining 61 measures, the results for 2022/23 were as follows:

- a) 36 are 'achieved' (59%),
- b) 1 is 'achieved in part' (2%)
- c) 24 are 'not achieved' (39%).

Two measures for the Water Supply activity are awaiting confirmation of data and results, this information will be circulated to the committee or presented on the day.

The full results are attached to this report.

Results are reported on every quarter to the Performance and Strategy Committee and the end of year results are used to inform the Annual Report.

3. Staff recommendations Tuutohu-aa-kaimahi

THAT the Performance and Strategy Committee:

- a. receives the 2022/23 end of year non-financial performance report, and
- b. approves the 2022/23 end of year non-financial performance results for inclusion in the draft Annual Report subject to audit review.

4. Background Koorero whaimaarama

This report includes the non-financial performance results for the 2022/23 year (1 July 2022 – 30 June 2023).

This report compares actual performance with the intended level of performance as set out in the 2021-2031 Long Term Plan. The performance results are presented by group of activity (GOA) using traffic light reporting.

Results are reported on every quarter to the Performance and Strategy Committee and are used to inform the Annual Report.

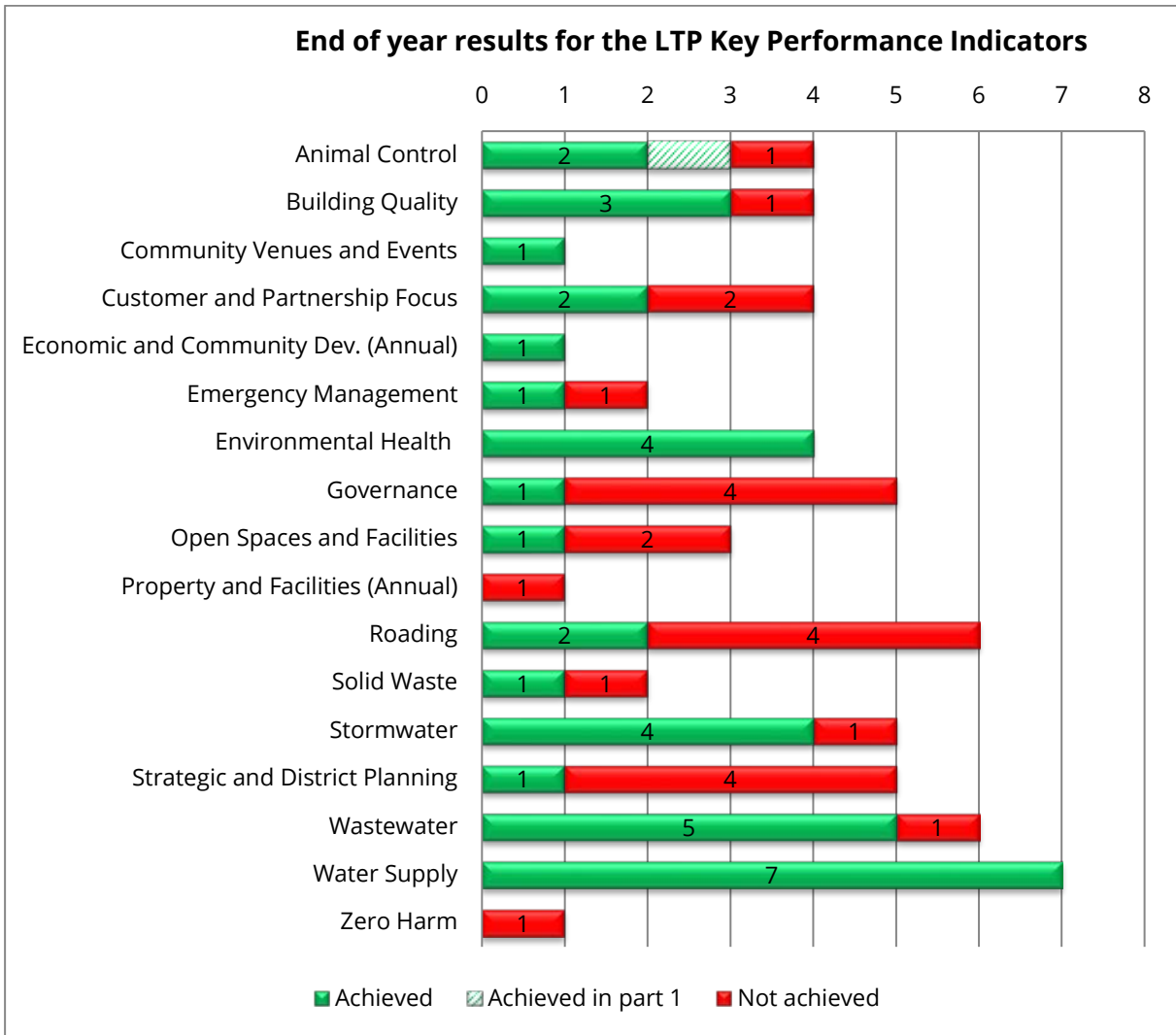
5. Discussion Matapaki

Overall Results

There are 63 performance measures in Council's 2021-2031 Long Term Plan. Results for two measures are yet to be confirmed, of the remaining 61 measures, the results for 2022/23 were as follows:

- d) 36 are 'achieved' (59%),
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-

The graph below shows the end of year results grouped by activity:



6. Attachments Ngaa taapirihanga

Attachment 1 – 2022/23 end of year non-financial performance measure results.

WAIKATO DISTRICT COUNCIL

NON-FINANCIAL PERFORMANCE MEASURE RESULTS

2021-2031 Long Term Plan

Reporting Period: 1 July 2022 to 30 June 2023 (2022/23 year)

ACTIVITY: ANIMAL CONTROL

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The percentage of aggressive dog behaviour complaints, where immediate risk to public safety is present, that has council personnel on site within 1 hour.	95%	95%	98.15%	96.43%	96.8%	Achieved	Target achieved.
The percentage of complaints regarding straying stock that have Council personnel on site within 1 hour.	95%	95%	99.16%	97.98%	97.65%	Achieved	Target achieved.
Complete engagement and education visits throughout the district.	120 per annum / 10 per month	29	98	112	150	Achieved in part	150 successful events were delivered this financial year however less than 10 events were held in August 2022, December 2022, January 2023, February 2023 and April 2023. As a result, the monthly component to the target has not been met.
The percentage of known dogs currently registered.	95%	80%	81.82%	87.49%	87.96%	Not achieved	As at 30 June 2023 there were 14,089 registered dogs and 1,927 unregistered dogs out of a total of 16,016 known dogs. Therefore, 87.96% of known dogs are registered.

ACTIVITY: BUILDING QUALITY

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The percentage of existing buildings with building WOFs that are monitored and audited for compliance annually.	33%	12%	23%	33%	33%	Achieved	Target achieved.
The percentage of buildings that provide sleeping care or paid accommodation that are audited for compliance annually.	100%	43%	70%	95%	100%	Achieved	Target achieved.
The percentage of swimming pools that are inspected for compliance annually.	33%	9.79%	18.35%	26.12%	34%	Achieved	Target achieved.

ACTIVITY: BUILDING QUALITY

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The percentage of building consent applications that are processed within 20 working days.	98%	92.89%	71.90%	73.28%	76.55%	Not achieved	The year end percentage reflects the impact of staff shortages and contractors going over timeframes. The team is currently training two new Building Review Officers to a level that will enable us to meet statutory timeframes going forward. The contractors have been spoken to regarding their timeframes and we expect their performance to improve.

ACTIVITY: COMMUNITY VENUES AND EVENTS

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The number of events workshops held each year to support event organisers.	2	0	1	3	4	Achieved	A workshop was held with the organisers of the Sound Splash music festival, two were held with Te Awa Cycle event participants and an online event was held with community groups and uses of our reserves on the event booking / application process.

ACTIVITY: CUSTOMER AND PARTNERSHIP FOCUS

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The percentage of customers satisfied with the overall service received when contacting the Council.	72%	71%	66%	55%	53%	Not achieved	While it may seem concerning that our overall service score has decreased over the year, Council is aware of the key drivers and is proactively addressing these through the Service Request project. Greater awareness of Council's challenges with inconsistent customer service behaviours can be used to fund future training, if there is the desire from the business. A growing decline in roading satisfaction has also impacted the result.
Average level of effort to conduct business with Council. (On a scale of 1 - 5 (5 being high effort) how much effort did it take to conduct your business with Council?).	<2.5	2.5	2.6	2.6	2.7	Not achieved	Despite an improvement in digital tools for customers, conducting business with Council is perceived as being harder in effort. A contributing factor to this could be staff turnover in the contact centre, and delays and inconsistent behaviour that is highlighted in the overall customers satisfaction score KPI.
Net Promoter Score (level of likelihood that library users will recommend to friends and family their library as a place to go) – as	90%	n/a	93%	93%	97%	Achieved	Once again, the library users have rated us very highly in this survey. These results prove to us that the library service is valued and enjoyed by our communities.

ACTIVITY: CUSTOMER AND PARTNERSHIP FOCUS

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
measured in a bi-annual in-house customer survey.							
Level of customer satisfaction that the quality of libraries resources meets their needs - as measured in a bi-annual in-house customer survey.	90%	n/a	91%	91%	98.8%	Achieved	It is good to see that a very large amount of our customers are very happy with the quality of the material available for their use both in hard copy and in digital.

ACTIVITY: ECONOMIC AND COMMUNITY DEVELOPMENT

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The Business Perception Survey average rating is above target.	8.50	n/a	n/a	n/a	8.76	Achieved	The main issues highlighted by Detractors were related to the Council (consent processes, overall costs, communication, infrastructure maintenance), with over half of these comments coming from businesses in the agriculture/horticulture and construction industries.

ACTIVITY: EMERGENCY MANAGEMENT

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The evaluation of annual exercise as a measure of effectiveness of training delivery.	70%	n/a	n/a	n/a	No annual training exercise undertaken	Not achieved	While we did not undertake an annual exercise and review the effectiveness of training due to significant responses early in the year and the ongoing recovery effort, we did assess our response to Cyclone Gabrielle. This gave us insight into our capability in the real response environment and we were able to confirm that what we are completing in the controlled exercise environment is being delivered in a real event
Council maintains a minimum number of trained staff to Intermediate level, to fulfil core Emergency Operations Centre roles.	50	77	77	67	70	Achieved	Council has 67 staff trained to intermediate level.

ACTIVITY: ENVIRONMENTAL HEALTH

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The percentage of food operations that are required to be verified annually that are verified.	95%	65%	90%	83%	97%	Achieved	Target achieved.
The percentage of medium or higher risk category licensed premises inspected annually.	95%	n/a	n/a	n/a	97%	Achieved	Target achieved.
Percentage of excessive noise complaints responded to within agreed timeframes	85%	92%	89%	87%	86%	Achieved	Target achieved.
The percentage of hazardous land use information (Hail) reports that will be completed within 10 working days.	90%	100%	100%	95%	95%	Achieved	Target achieved.

ACTIVITY: GOVERNANCE

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
Percentage of customers satisfied with the availability of their Councillor.	80%	44%	43%	43%	45%	Not achieved	This result is averaged across wards. On top of the 45% result is 14% of residents being somewhat satisfied with the availability of Councillors which would take the total to 59%. Council needs to consider whether they wish to amend the KPI in the next LTP process to have a staggered result for the three years, i.e. commencing at 60% and lifting per year. Also, the benchmark across Councils is around 55-60%.
Percentage of customers satisfied that Council engages with the community regarding the right issues.	50%	30%	29%	28%	29%	Not achieved	Responses to the survey included comments such as Council didn't consult properly, that Council didn't listen to the public or ignored submissions, and that Council didn't consult those directly impacted by decisions.
Percentage of customers satisfied with the ease of access and clarity of information regarding key community issues.	50%	30%	33%	29%	33%	Not achieved	
Percentage of agendas and minutes of all open meetings that are made publicly available via the Council's website within legislative timeframes.	98%	70%	91%	93%	90%	Not achieved	During September 2022 there was a large number of additional meetings and staff were unable to get all documents online within statutory timeframes. The lower result achieved in that month has brought the overall score down. Minutes have been the issue this year due to staff workload and the number of meetings it has often been later than the

ACTIVITY: GOVERNANCE

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
Number of formal hui held with iwi, mana whenua and hapu groups.	9	9	9	9	9	Achieved	10 working days we set for a goal (however, there is no legislative timeframe for minutes being available). The team are now achieving 100% of the minutes being online but there was a period with elections and post elections that were not achieved resulting in the overall 90% for the year. It is my recommendation this measure be split out next LTP as agendas are legislative so the timeframes will always be met or the meeting must move. Target achieved.

ACTIVITY: OPEN SPACES AND FACILITIES

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
Percentage of customers who are satisfied in the annual satisfaction survey (Public Toilets).	75%	59%	56%	39%	49%	Not achieved	We are working closely with OCS, our toilet cleaning contractor, to ensure toilets are maintained to a high standard and will be looking at installing new toilets in prominent locations via the LTP to satisfy growing demand for this service.
Percentage of customers who are satisfied with Parks and Reserves, including sports fields and playgrounds.	85%	78%	79%	74%	72%	Not achieved	We will continue to work with Citycare, our open spaces maintenance contractor to ensure parks and reserves are well maintained and improvements to these spaces will be prioritised in the LTP.
Percentage of customers who are satisfied with the presentation of Waikato District Council cemeteries.	85%	74%	75%	75%	90%	Achieved	All cemeteries continue to be maintained to a high standard thanks to the hard work of our partner Citycare and new berms are currently being installed in cemeteries across the district to enhance them.

ACTIVITY: PROPERTY AND FACILITIES

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
Waikato District Council Carbon road map shows an improving trend in energy efficiency / emission reduction.	5% reduction per annum	n/a	n/a	n/a	-1%	Not achieved	Despite emission reductions from the amount of electricity and diesel used, there was a small increase in petrol use and a large increase in natural gas use (which is a major source of carbon). Once the gas boiler at the Huntly Aquatic Centre has been replaced, which is scheduled to

ACTIVITY: PROPERTY AND FACILITIES

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
							occur within the next 12 months, significant reductions will occur.

ACTIVITY: ROADING

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The percentage of footpaths that fall within the level of service or service standard for the condition of footpaths that is set out in the LTP.	95%	n/a	n/a	n/a	95.90	Achieved	Target achieved.
The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	Reduction by 2 on the previous year	n/a	n/a	-16	-1	Not achieved	In 2021/22 there were 53 crashes (fatal and serious) and in 2022/23 there were 52 crashes (fatal and serious). This is 1 above the target of 51 crashes but still less than the previous year. Loss of control on bends continues to be the highest crash type with loss of control on straights and head on's, the next highest crash type. Staff will investigate the viability of increased water blasting or new chip seal to improve skid resistance. Staff will also continue to progress the central government "Road to Zero" initiative that funds safety improvements on areas where accidents have occurred.
The percentage of customer service requests relating to footpaths responded to within the time frame specified in the LTP.	95%	90.87%	91.15%	93.96%	76.5%	Not achieved	Compliance with service request response timeframes has been adversely affected by resourcing challenges within the roading team and additional work created by cyclone Hale and Gabrielle for road inspectors. Performance should improve as vacancies are filled.
The percentage of customer service requests relating to roads responded to within the time frame specified in the LTP.	95%	92.45%	90.83%	95.12%	76%	Not achieved	Compliance with service request response timeframes has been adversely affected by resourcing challenges within the roading team and additional work created by cyclone Hale and Gabrielle for road inspectors. Performance should improve as vacancies are filled.
The average quality of ride on a sealed local road network, measured by smooth travel exposure.	96%	n/a	n/a	n/a	96%	Achieved	Target achieved.
The percentage of the sealed local road network that is resurfaced.	Min 5%	n/a	n/a	n/a	4.02%	Not achieved	Due to the cost of inflation, less of the network has been resealed than planned. Although the target has not been

ACTIVITY: ROADING

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
							met, staff are satisfied that good efficiencies have been achieved in the work that has been done.

ACTIVITY: SOLID WASTE

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
Customer satisfaction with Waste Collection services.	75%	72%	76%	79%	68%	Not achieved	Due to the introduction of national standardisation for waste collection services in 2024, the Solid Waste Team and contractors have not been accepting recycling that doesn't comply with the relevant standards. This approach to re-educate our customers may have impacted on satisfaction with the level of service provided. Staff will continue to maximise education opportunities to ensure the public are aware of good practice in this area.
Meet actions set within Waste Minimisation Management Plan (WMMP).	60%	n/a	n/a	n/a	65%	Achieved	As required by the WMMP, the waste assessment has been completed and staff are currently reviewing the WMMP. Staff are also working on the Solid Waste Service Review, Bylaw development and have commenced the establishment of a Resource Recovery Centre in Tuakau .

ACTIVITY: STORMWATER

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The number of flood events that occur in the territorial authority district.	<5 events per annum	0	0	1	0	Achieved	Target achieved.
For each flooding event, the number of habitable floors affected. (Expressed per 1,000 properties connected to the Council's stormwater system).	0.3 affected per 1,000 properties per event	0	0	0.22	0	Achieved	Target achieved.
The median response time to attend a flooding event, measured from the time that the Council receives notification to the time that service personnel reach the site.	≤2 hours	0	0	0	15 hours	Not achieved	All flooding events were responded to within the 2 hour timeframe except one where the team could not access the site due to a storm related road closure.

ACTIVITY: STORMWATER

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The total number of complaints received by the territorial authority about the performance of its stormwater system, expressed per 1,000 properties connected to the Council's stormwater system.	<4 per 1,000 properties per year	0	0.42	0.19	0.32	Achieved	Target achieved.
Compliance with the Council's resource consents for discharge from its stormwater system, measured by the number of Abatement Notices, Infringement Notices, Enforcement Orders and successful prosecutions received by the Council in relation to those resource consents.	0	0	0	0	0	Achieved	No non-compliance notices were received this financial year. However the abatement notice received in 2018/19 for the Raglan consent is still in place and will be resolved this construction season.

ACTIVITY: STRATEGIC AND DISTRICT PLANNING

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The percentage of resource consent applications which are processed within statutory timeframes.	98%	91.42%	92.28%	92.02%	92.7%	Not achieved	<p>A total of 864 out of 932 (92.7%) of consent applications were issued within statutory timeframes.</p> <p>1003 consents were lodged during 2022/23 and 932 consents were issued, with the monthly average being 78.</p> <p>A number of factors contributed to this, including; reports prepared under two district plan frameworks; additional assessment under NPS HPL, staff sickness/staff turnover; lack of contractor capacity (planners and engineers); high commitments to Business Improvement projects; applicants and agents increasingly not agreeing to time extensions beyond doubling of timeframes, which our staff can do in special circumstances.</p> <p>Actions to improve this result, include; ongoing recruitment of more planners and engineers; doubled timeframes for all processing steps and seeking applicant agreements where necessary; strategic allocation of consents to same staff where possible; increased allocation to consultants (currently 45% of all consents); processing more applications as Marginal Temporary Activities (in lieu of standard land use applications) where appropriate; developed specific report template for earthworks consents; increased number of report peer reviewers from 1 to 3 to cope with increased</p>

ACTIVITY: STRATEGIC AND DISTRICT PLANNING

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The percentage of current land use consents that are older than 2 years which have been monitored in the last 2 years.	80%	46%	43%	44%	38%	Not achieved	<p>complexity and number; restricted level of service for Duty Planner service and placed a hold on non-mandatory services like Pre-applications.</p> <p>As this data set measures monitoring conducted over the last two years, the full effect of COVID-19 is visible. Resourcing, lockdowns, alert level changes and reduced staff hours as well as illness has impacted our ability to monitor and conduct site visits for lengthy periods of time.</p> <p>It is hoped that our current recruitment successes and revisit of our work program will assist in getting the workload to a manageable level. Our workload continues to grow exponentially with limited resources available to meet the demand.</p> <p>The huge number of service requests (approximately 950 for this last year) also had some impact on our ability to meet all our responsibilities.</p> <p>Staffing changes over the last twelve months have also impacted our ability to address the steadily increasing workload - with four new team members requiring training, after periods of vacancy. It must also be noted that this KPI focuses specifically on older consents - consents granted in the last two years are also monitored by our Officers but are not reflected in this data set.</p> <p>** We are currently recruiting for an additional Monitoring Officer to assist with this backlog.</p>
The number of parking patrols which are carried out in individual communities under the Public Places Bylaw.	168	29	63	111	162	Not achieved	<p>Monthly parking patrol targets were not met during the first half of the year due to resourcing. It is expected that targets will be met going forward with the appointment of new staff, however the end of year result is not achieved.</p>
The percentage of bylaws and policies, that are required by legislation, are reviewed within their statutory timeframes.	95%	100%	100%	79%	79%	Not achieved	<p>Council currently has 14 policies required by legislation and has 11 bylaws, none of which are required by legislation. The following three policies were not updated within their statutory timeframes:</p> <ul style="list-style-type: none"> • Appointing Directors and Trustees to Council Controlled Organisations Policy; • Code of Conduct; • Standing Orders.

ACTIVITY: STRATEGIC AND DISTRICT PLANNING

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
Adequate land supply (right type in right location) exists to cater for the growth and development of the district. Sufficient development capacity (as required by the National Policy Statement - Urban Development) is provided to meet expected short and medium term demand.	100% compliance with NPS-UD land supply requirements	n/a	n/a	n/a	100%	Achieved	Future Proof Housing Business Assessment outputs: <ul style="list-style-type: none"> Residential Short Term 88% sufficiency Medium Term 135% sufficiency Business Land Short and Medium Term >100% sufficiency.

ACTIVITY: WASTEWATER

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
Number of dry weather sewerage overflows from the Council's sewerage system, expressed per 1,000 sewerage connections to the sewerage system.	≤3 per 1,000 connections	0.24	0.71	1.10	0	Achieved	Target achieved.
Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system, median response. Attendance time: from the time that the Council receives notification to the time that service personnel reach the site.	≤1 hour (60 minutes)	25	31	42	37	Achieved	Target achieved.
Where the Council attends to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system, median response. Resolution time: from the time that the Council receives notification to the time that service personnel confirm resolution of the blockage or other fault.	≤4 hours (240 minutes)	111.00	111.00	105.00	67	Achieved	Target achieved.
The total number of complaints received by Council about sewerage odour, sewerage system faults, sewerage blockages and the Council's response to issues with its sewerage system, expressed per 1000 connections to the Council's sewerage system.	≤10 per 1,000 connections	1.42	2.76	3.94	0	Achieved	Target achieved.

ACTIVITY: WASTEWATER

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
Compliance with the Council's resource consents for discharge from its stormwater system, measured by the number of Abatement Notices, Infringement Notices, Enforcement Orders and successful prosecutions received by the Council in relation to those resource consents.	≤2	0.00	2	0	1	Not achieved	Three abatements were received during the year, two associated with the Raglan wastewater system and one for the Te Kauwhata system. Plans are in place to remedy these non-compliances.
Compliance with the Council's resource consents for discharge from its sewerage system measured by the number of convictions received by the Council in relation to those resource consents.	0	0	0	0	0	Achieved	Target achieved.

ACTIVITY: WATER SUPPLY

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The extent to which Councils drinking water supply (zones) complies with Part 4 of the drinking water standards (bacteria compliance criteria).	18 (number of zones that comply out of 18)	18	18	18	18	Achieved	Target achieved.
The extent to which Councils drinking water supply complies with part 5 of the drinking-water standards (protozoal compliance criteria).	15 (number of zones that comply out of 18)	15	15	15	15	Achieved	Target achieved.
The median on site attendance time for a non-urgent call out, where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system.	≤5 Days	1	1	1	1	Achieved	Target achieved.
The median on site attendance time for an urgent call out where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system.	≤60 minutes	46.00	51.00	44.00	21.00	Achieved	Target achieved.
The median resolution time for a non-urgent call out where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system.	≤5 Days	1.00	1.00	1	2	Achieved	Target achieved.

ACTIVITY: WATER SUPPLY

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The median resolution time for an urgent call out where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system.	≤240 minutes	161.00	143.00	131.00	67	Achieved	Target achieved.
The total number of complaints received by Council about drinking water clarity, taste, odour, water pressure or flow, continuity of supply and response to any of these issues (expressed per 1000 connections to the water system).	≤25 per 1,000 connections	2.93	6.42	10.10	.63	Achieved	Target achieved.
The average consumption of drinking water per day per resident within the Waikato district.	250L	n/a	n/a	n/a			<i>Result current unconfirmed.</i>
The percentage of real water loss from Council's networked reticulation system.	28%	n/a	n/a	n/a			<i>Result current unconfirmed.</i>

ACTIVITY: ZERO HARM

KPI	2022/23 Target	Q1	Q2	Q3	Q4	EOY Result	Commentary
The number of total recordable injuries (TRI) at Waikato District Council.	2	1	2	2	4	Not achieved	A total of four TRI occurred during 2022/23; one Lost Time Injury (LTI) event occurred in June 2023, one Restricted Work Injury (RWI) event occurred in April 2023, Medical Treatment Injury (MTI) event reported in December 2022 and a LTI event in July 2022.

To	Performance & Strategy Committee
Report title	Chief Executive’s Business Plan
Date:	7 August 2023
Report Author	Gavin Ion, Chief Executive
Report Authoriser:	Tony Whittaker, Chief Operating Officer

1. Purpose of the report

Te Take moo te puurongo

To update and inform the Committee for the last time on progress covering 2022/2023 business plan items. The next meeting will review the first report against the 2023/2024 business plan.

2. Executive summary

Whakaraapopototanga matua

The Chief Executive’s Business Plan is a summary of progress on priority issues agreed by Councillors.

3. Staff recommendations

Tuutohu-aa-kaimahi

THAT the Performance & Strategy Committee receives the update on the Chief Executive’s Business Plan.

4. Background

Koorero whaimaarama

The Plan is a summary of progress on specific issues. It enables staff and Councillors to focus on the big issues and ensures that attention is given to those things of strategic importance.

The Plan is in line with the Chief Executive’s Performance Agreement which was updated in June 2022 in preparation for the new financial year.

5. Discussion and analysis

Taataritanga me ngaa tohutohu

The report contains the strategic issues that Council is focussed on. The Chief Executive's Business Plan is aligned to the Chief Executive's Performance Agreement. The underpinning criteria is the council vision of 'liveable, thriving and connected communities.'

The list of KPIs was updated in line with the Chief Executive's Performance Agreement Reports in June 2022. These were signed off by the Chief Executive's Performance Review Committee for 2023/2024. The first report on these KPI's will be to the September meeting of the Committee.

5.1 Options

Ngaa koowhiringa

This report is for information only and as an update on progress. No decision is being sought from the Committee other than to receive the report.

5.2 Financial considerations

Whaiwhakaaro puutea

This report covers the strategic goals set for the Chief Executive for the year. There will be financial implications as the various projects and initiatives are worked through. There are no immediate concerns at the time of this report.

5.3 Legal considerations

Whaiwhakaaro-aa-ture

There are potential legal issues that arise through the implementation of this work plan and these will be discussed with council if and when these come to light.

5.4 Strategy and policy considerations

Whaiwhakaaro whakamaaherehere kaupapa here

The report and recommendations are consistent with and give effect to Council's vision of '*Liveable, thriving and connected communities – He noohanga aahuru, he iwi whai ora, he hapori tuuhono tahi.*'

5.5 Maaori and cultural considerations

Whaiwhakaaro Maaori me oona tikanga

Iwi and Tangata Whenua have been or will be consulted on at least some of the key projects or initiatives referred to in the report. Iwi are involved as a strategic partner of Council through our Joint Management Agreements and projects such as Raglan, Huntly and Te Kauwhata Wastewater Treatment plant upgrades and consent processes.

Iwi have been engaging in the waters management project, the Better Off funding assessments and with Council and central government through the Future Proof. This will be enhanced as the Mana Whenua Fora find their cadence.

5.6 Climate response and resilience considerations Whaiwhakaaro-aa-taiao

The matters in this report will impact on climate action but it is unclear what this will be until further progress on individual projects is made. A specific measure however is included in the Chief Executive performance measures in regard to emission reduction.

5.7 Risks Tuuraru

As this report seeks to provide a general update only, it is anticipated that the risk level is low.

6. Significance and engagement assessment Aromatawai paahekoheko

6.1 Significance Te Hiranga

The matters covered in this report may be assessed as of high significance, in accordance with the Council's Significant and Engagement Policy.

6.2 Engagement Te Whakatuutakitaki

Engagement on the contents of this report has been low and internal. However specific items encompass engagement with key external stakeholders.

The following areas are priorities in the communications and engagement approach:

- Keeping councillors informed of progress;
- Ensuring the development of strategic partnerships and relationships.

Highest level of engagement	Inform	Consult	Involve	Collaborate	Empower
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
<i>Tick the appropriate box/boxes and specify what it involves by providing a brief explanation of the tools which will be used to engage (refer to the project engagement plan if applicable).</i>	Staff have worked collaboratively with our iwi/hapuu to maximise engagement on a range of activities and actions. Similarly, there has been consistent communication with a range of strategic partners and organisations.				

State below which external stakeholders have been or will be engaged with:

Planned	In Progress	Complete	
✓	✓	<input type="checkbox"/>	Internal
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Community Boards/Community Committees
<input type="checkbox"/>	✓	<input type="checkbox"/>	Waikato-Tainui/Local iwi and hapuu
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Affected Communities
<input type="checkbox"/>	✓	<input type="checkbox"/>	Affected Businesses
<input type="checkbox"/>	✓	<input type="checkbox"/>	Other (Please Specify)

7. Next steps Ahu whakamua

Regular updates will be provided on progress with delivery of the business plan.

8. Confirmation of statutory compliance Te Whakatuuturutanga aa-ture

As required by the Local Government Act 2002, staff confirm the following:

The report fits with Council's role and Terms of Reference and Delegations. Confirmed

The report contains sufficient information about all reasonably practicable options identified and assessed in terms of their advantages and disadvantages (*Section 5.1*). Confirmed

Staff assessment of the level of significance of the issues in the report after consideration of the Council's Significance and Engagement Policy (*Section 6.1*). Low

The report contains adequate consideration of the views and preferences of affected and interested persons taking account of any proposed or previous community engagement and assessed level of significance (*Section 6.2*). Confirmed

The report considers impact on Maaori (<i>Section 5.5</i>)	Confirmed
The report and recommendations are consistent with Council's plans and policies (<i>Section 5.4</i>).	Confirmed
The report and recommendations comply with Council's legal duties and responsibilities (<i>Section 5.3</i>).	Confirmed

9. Attachments

Ngaa taapirihanga

Attachment 1 – Chief Executive's KPI worksheet

A Chief Executive's KPIs – 2022/2023

Overarching Council Vision: “Liveable, Thriving and Connected Communities”

Staff & Wellbeing Vision: “Work Safe, Home Safe”

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
1. Delivery and achievement of Annual Plan 2022/2023 (covers normal business activities, financial and non-financial performance measures and the delivery of the annual work programme)	1.1	The 2022/2023 Annual Plan is delivered within the agreed budget, and in accordance with variations approved by Council. Provide regular updates to the Strategy & Finance Committee on progress.	<ul style="list-style-type: none"> The financial year is now complete, and staff are compiling the financial statements and disclosures for inclusion in the Annual Report. The general rate surplus/deficit will be determined during August and will be reported at the next Performance & Strategy Committee meeting.
	1.2	Capital Works are delivered within the agreed budget and in accordance with variations approved by Council. Provide regular updates on progress and any barriers to the delivery of the projects under the following key categories:	<ul style="list-style-type: none"> EPMO is now fully resourced. Infrastructure committee reports now contain the full Capital Works portfolio of projects with up-to-date phases, RAG indicators and status updates. Red projects are highlighted to ensure visibility and actions to remediate/remove any barriers to delivery. The Council website showcases community projects by general ward, Maaori ward, town or category. Close management and monitoring of projects continues to ensure we deliver all planned project in the 23/24 construction season.
	a)	3 Waters (projects managed and delivered via Watercare)	<ul style="list-style-type: none"> Watercare have provided a Capex delivery program in line with Councils LTP. Watercare are reporting at each WGB meeting the capital works delivery program. The WGB has a high scrutiny lens on the delivery and a desire for Watercare to significantly improve CAPEX delivery certainty. Watercare have delivered \$33.8 million in the 2022-23 FY and plan to deliver \$56.4 million in the 2023 – 24 FY

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
		<p>b) Rooding (project predominantly delivered through the Waikato District Alliance)</p>	<ul style="list-style-type: none"> • Additional funding has been allocated to the Waikato District Alliance contract to facilitate additional capital work to be undertaken by under this contract. • \$30 Million + of the transport capital programme is to be delivered through the Alliance by 24/25 financial year. • We are also continually reviewing the programme, especially those projects where there is insufficient budget or factors outside our control (such as land purchase requirements or external infrastructure issues) and the delivery programme will be adjusted as we work through these issues. There may be aspects of certain projects, or the project in it's entirety, which may need to be postponed due to issues which were not apparent until after the design and scoping phase but the majority of projects as per the programme will be delivered this financial year.
		<p>c) Sustainable communities (largely blueprints, social & community related projects).</p>	<ul style="list-style-type: none"> • With the implementation of the EPMO, there has been an increased delivery of annual plan projects. This includes completion of SP1 and SP2 at the Raglan Wharf, progress of Huntly Rail Station relocation, plus several neighbourhood playgrounds. • Economic and Community Led Development will continue to work alongside community and agencies to deliver on the local blueprints and community aspirations. There are currently 16 Blueprint and Community aspiration projects being prepared to be delivered over the next year.
	1.3	<p>Advance social procurement through:</p> <p>a) Implementing the Sustainable Procurement Framework by 31 December</p>	<ul style="list-style-type: none"> • The Sustainable Procurement Framework was shared with Council late in 2022. • Working group has been expanded to include members from Communications Economic Development and Iwi Partnerships. • Discussion underway with Maaori ward councillors on incorporating Maatauranga Maaori principles into the framework for low cost, low risk projects. • Trina Pohatu-McQueen (Waikato Tainui representative, economic development) has also been invited to contribute to the development of the framework.

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
		b) Developing a Small Business Panel to enable businesses to work with us in an easier way by 31 March 2023.	<ul style="list-style-type: none"> • Work has commenced on the development of a Small Business Panel. However, the current focus of the procurement team is to assist service delivery for the 2023 and 2024 capex work programme. Three days of workshops were held on capex delivery and procurement planning/approach to market etc. is the priority. • Procurement is connecting with businesses through various channels including the Iwi business portal and Waikato Pacific Network • Waka Kotahi procurement team feedback is to refine approach to market for low cost, low-risk procurements with a focus on award and probity criteria to better engage underrepresented businesses. • Will be working with Community Boards (such as Raglan and Huntly) and Mana Whenua Forum to develop a more inclusive and effective procurement environment that support community-driven outcomes, promotes localism and social impact.
2. To deliver the 2023-2024 Draft Annual Plan	2.1	The 2023-2024 Draft Annual Plan is complete by 30 June 2023.	<ul style="list-style-type: none"> • The Annual Plan was adopted by Council on 28th June.
3. Government Reform	3.1	<p>Demonstrate the work being done by the Chief Executive and staff to inform, advise and advocate on behalf of the Council (evidenced through reports, workshops, briefings or emails) towards a better outcome for the District in relation to Local Government reform to:</p> <p>Future of Local Government,</p>	<ul style="list-style-type: none"> • Council's submission on the Future for Local Government has been acknowledged by the Review Panel including the use of a quote relating to Te Tiriti. The final report on Local Government Reform was released on 19 June 2023. The report contains 17 recommendations which are categorised into the following five themes: • Embedding local government's purpose and wellbeing focus Growing authentic Te Tiriti-based partnerships System renewal Strengthening local democracy and leadership Increasing funding. • A letter was drafted for the mayor for the LGNZ Conference which reiterated Council's position (as per its submission on the draft report) on the recommendations. The letter was shared with the Future Proof partner Council mayors and the chairperson of the Regional Council. • Implementation of the final report from the Panel is up to the new government after the elections of 14 October 2023.

Key project/priority	Key deliverables/KPIs	Update & Delivery Comments
	RMA and Three Waters.	<ul style="list-style-type: none"> • We submitted on the Natural and Built Environment Bill and Spatial Planning Bill in February 2023 and spoke to its submission in March 2023. Key submission points aligned with LGNZ and Future Proof Council submission points, including concerns about loss of local voice, funding constraints, and the need for adequate status to be given to Te Ture Whaimana. • The Environment Select Committee released its report into the new resource management law reforms on 27 June 2023. • The Committee received more than 3,000 oral and written submissions with 94% of all submitters agreeing on the need for system reform. • The next stage will be for the House of Representatives to consider, debate and vote on the changes (which is currently underway) <p><u>Three Waters Reform</u></p> <ul style="list-style-type: none"> • Water Services Entities Amendment Bill: • The Governance and Administration Select Committee has presented their recommendations to the House of Representatives. The final report was published on the afternoon of July 28. The Waters Reform Manager is analysing the report to prepare a briefing. <p>Key features include:</p> <ul style="list-style-type: none"> • the introduction of staff retention payments to retain staff until the entities are operational • more certainty for Watercare Waikato staff via legislation <p>Entity Boundaries:</p> <ul style="list-style-type: none"> • The Select Committee has not made any recommendations regarding our proposal for joining Entity A. <p>LTP:</p>

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
			<ul style="list-style-type: none"> We understand that we need to deliver Y1 & 2 of the LTP. A 60% Entity B (pre-reset i.e. 22 Councils) AMP has been released to us to aid in the development of our AMP. We are working to reprioritize capital projects for Y1&2 to present to Council for discussion and approval. The Council CFO is a member of the LG reference group on the finance and commercial workstream of Three Waters. Conversations on debt settlement have been attempted with the NTU (National Transition Unit) but NTU favours a more consolidated approach. Staff nominations to the 3 Waters National Transition Unit Growth Workstreams have been put forward. Peter Henderson is representing WDC on the Land Development Working Group. With regards to latest government announcement on Three Waters Reform, staff are continuing to deliver on agreed deliverables with the NTU. The Three Waters Reform Manager, the Mayor and Chief Executive have been having discussions regarding entity boundaries and how WDC is positioned in these. Better Off Funding Tranche 1 remains (\$7.88m) but there will not be a Tranche 2 as this was contingent on waters reform progressing as initially planned in 2020. • Funding variation agreement has been signed by Council and DIA. WDC has appointed a better off funding project manager, Leanne Roake, to deliver the project. Leanne sits in the EPMO. Water Service Entities transitional recruitment approach has been sent to all staff with a greater than 50% water responsibility within their role. It outlines the processes that water services entities will follow to appoint people to positions prior to the Entity establishment date. Staff have been notified the pathway under the Staff Transition Guidelines their current position is matched to. This pathway will either be Legislated Job Guarantee, Offer Guarantee or Preferential Consideration.
4. Strategic Management & Delivery (key projects and priorities includes	4.1	Futureproof and related initiatives - At each performance review, demonstrate the role	<u>Future Development Strategy (FDS)</u> <ul style="list-style-type: none"> The Housing and Business Capacity Assessment is in progress.

Key project/priority	Key deliverables/KPIs	Update & Delivery Comments
regional and national matters)	that the Chief Executive and staff have played to inform, advise, and advocate on behalf of Council in relation to Futureproof and associated initiatives e.g., reports, workshops, submissions and briefings.	<ul style="list-style-type: none"> • The draft of the Strategy is expected to be completed in December 2023, with formal consultation commencing in February-April 2024. The Strategy is then expected to be adopted by FPIC and the partner Councils in May/June 2024. <p><u>Future Proof Work Programme</u></p> <p>The Future Proof Senior Managers Steering Group and the Chief Executives Advisor Group have informed the following key themes for the Future Proof Work Programme:</p> <ul style="list-style-type: none"> • Embed changes to operating model to improve integration and implementation alignment across programmes • Develop reporting structure that is a mix of portfolio reporting and outcomes-based reporting. • Consolidate strategy/complete FDS review • Lift profile through deliberate communications and engagement activity • Demonstrate how we are giving effect to Te Ture Whaimana • Early moves to implement transport PBC and Vehicle Kilometre Travelled (VKT) reduction • Getting cross boundary connections issues with Auckland and Tauranga on the table <p><u>Completing our current work programme</u></p> <ul style="list-style-type: none"> • FDS and Implementation Plan • VKT reduction plan adopted • HWMSP Transport PBC implementation underway • Complete investigations phase of Water Programme, scope next steps • City-Region deals investigations • First Annual Report (June 2024) • Communications and Engagement Strategy completed and implementation underway.

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
	4.2	<p>Solid Waste:</p> <p>a) Bollard Road (Tuakau) development:</p> <ul style="list-style-type: none"> • Procurement Plan & RFP by 31st July 2022 - Consultant appointed by 30 September 2022 • Stage 1 detailed design with cost estimate ready for Council workshop by 28 February 2023. 	<ul style="list-style-type: none"> • Councillor workshop held on 19 April 2023 to present initial concept options. Further stakeholder and Mana Whenua Consultation undertaken in May 2023. Councillors showed a high level of interest and indicated a desire to be included in a steering group to assist the project development.
		<p>b) Huntly recycling sorting facility & Community resource centre (McVie Road)</p> <ul style="list-style-type: none"> • Rotowaro Road sorting facility operational by end July 2022 (Waiting on a new trommel & conveyor belt) • McVie Road site reconfigured and cleaned up for public drop-off by 30 September 2022 • Community resource recovery centre facility in place by March 2023. 	<ul style="list-style-type: none"> • The Rotowaro Road sorting facility is operational. • The McVie Road site now needs to be rehabilitated to an acceptable state. A variation to the Alliance contract has been developed to do these works and are currently being programmed. The aim is to have these works completed this construction season / financial year. • Consultation on a community resource recovery centre on this site is due to commence shortly. Having community buy in and being community run will take some time to achieve. A draft agreement has been developed with the Waikato Enterprise Trust for them to engage with mana whenua and the wider community to clarify community aspirations and determine what type of facility is required. Before on-site arrangements can be made, the site needs to be brought up to an acceptable standard. These 'make

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
			<p>good' works, as required by the Metro contract have been delayed by the Kalista novation process.</p>
<p>5. Partnerships and Relationships (includes relationships with central government, Waka Kotahi, Iwi and the Waikato District Alliance)</p>	<p>5.1</p>	<p>a) Provide evidence of outcomes achieved through initiatives, collaboration, and engagement with Iwi.</p>	<ul style="list-style-type: none"> • Discussions underway with mana whenua and Waikato-Tainui about upgrades to Te Kauwhata and Huntly Wastewater Treatment Plants. • Council has resolved to look to advance the return of the Raglan Airfield to the rightful owners. Discussions have started with the appropriate crown agencies. • The Future of Local Government submission was informed through engagement with our iwi partners, mana whenua, community boards and community committees. • Election process and better off funding completed. Work on Mana Whenua forums to be workshopped with councillors and social procurement also progressing. • Initial workshop occurred between WDC and Ngaati Maahanga to discuss co-governance of Papahua. Aiming to implement a co-governance model by October which aligns with the 100 year anniversary of the Tuku. • Continue to work with Waka Kotahi to progress a solution for 1B Telephone Road problem. Discussions also occurring regarding subsidy, operational concerns and peer groups.

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
		<p>b) Demonstrate significant progress on delivering at least 3 of the initiatives of the Waikato-Tainui JMA workplan.</p>	<p>The Waikato-Tainui WDC JMAC hui of 14 April noted the completion of the following initiatives:</p> <ul style="list-style-type: none"> ○ Local Body Elections 2022 ○ Local Government Reform (submissions) ○ RMA reform (submissions) d) Better Off Funding Application ○ The establishment of a Small, Medium Enterprise (SME) Business Panel. <ul style="list-style-type: none"> • The Committee also noted progress on all the other initiatives contained in the 2022-2023 Strategic Work Programme. • A Strategic Work Programme for 2023-2024 has been prepared which will be shared with ELT on 17 July 2023 and then taken to the next JMAC meeting in August 2023 for approval.
		<p>c) Prepare a report for each Ngaati Maniapoto JMA meeting which reflects matters of interest for our treaty partner.</p>	<ul style="list-style-type: none"> • A strategic report was prepared for the Ngaati Maniapoto JMA meeting. The report shared insights on Future Proof, the Proposed District Plan, and other issues. • Cr Tilly Turner, Karlene Rhind and Ngahina Armstrong-Nield attended the JMA hui in Te Kuiti on the 8 March. A working party was formed, a representative from WDC was sought, one who could make decisions. Cr Turner to speak with Mayor Jacqui about this role and decision-making delegation. • A progress report on key environmental initiatives will be presented to the next Te Nehenehenui Joint Committee meeting
	5.2	<p>Central Government – Provide evidence at each performance review of the outcomes achieved by the Chief Executive through building relationships with central government that are related to Council’s future strategies and delivery aspirations. Particular focus should be on:</p>	

Key project/priority	Key deliverables/KPIs	Update & Delivery Comments
	a) Waka Kotahi	<ul style="list-style-type: none"> The Huntly revocation agreement has been approved from the Council perspective. This is capitalising on the solid working relationship with the Regional Director of Waka Kotahi who also sits on the Future Proof Chief Executives Advisory Group. Continue to work with Waka Kotahi to progress a solution for 1B Telephone Road problem. Community meeting planned for 6 June 2023. Discussions also occurring regarding subsidy, operational concerns, storm damage and peer groups.
	b) Kainga Ora	<ul style="list-style-type: none"> Staff have regular (at least quarterly) catch-ups with Kainga Ora. The last meeting took place on 29 June 2023. Kainga ora is planning to progress with the re-development of 17 state houses in Huntly which will yield between 30-48 homes (a net uplift of 31 homes). These sessions are also aimed to ensure alignment of Kainga Ora's work with Waikato 2070 and Future Proof. The Future Proof Chief Executives Advisory Group has advocated and approved for the Waikato Housing Initiative to be part of the group as this will bring better integration of the both the WHI and Kainga ora work with strategy, landuse and infrastructure planning. We are currently working with WHI, Waipaa District Council, Hamilton City Council and Matamata-Piako District Council on a definition of affordable housing that can be applied regionally, at a territorial authority level and individual towns. This work will also benefit Kainga ora. We have also developed a draft housing action plan which will be workshopped with councillors on 21 August 2023.
	c) Ministry for Social Development	<ul style="list-style-type: none"> Our Economic and Social Development team work closely with Ministry for Social Development. The Chief Executive also engages with the Regional Commissioner in relation to the Regional Leadership Group.
	d) MBIE	<ul style="list-style-type: none"> MBIE – Engagement with MBIE has been around reform to the Building Consent processes. We continue to work with MBIE on this initiative. Raglan Town 2 Surf Shared Path funding application for \$965,000

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
			was successful and reported to Council on 13 March 2023.
6. Staff and Culture (including leadership, engagement and retention)	6.1	a) Outline what initiatives have been undertaken to strengthen the internal culture and leadership of the organisation and provide staff survey results to indicate whether these have been successful or not.	<ul style="list-style-type: none"> The staff survey run in 2022 provided strong evidence of a positive culture with a 4% upward movement in the engagement score. Whilst we are dealing with a tough employment market, word of mouth is proving a way of attracting good people. This can only happen if there is a positive culture in place. Staff survey for 2023 has been completed with participation of 76.6% and overall score of 64% (inline with national benchmark of 64% but down from last years score of 70%) Results have been shared with the organisation and opened up to people leaders for full access and discussions with their teams. ELT have work shopped a response plan, including a deep dive into targeted topics and teams, comms and education strategies. We continue to run regular team, group and org wide staff events to ensure broader interpersonal connection and assist with alignment with Council values and strategy.
		b) Provide evidence on recruitment strategies being used to attract new talent and retention strategies in place including an assessment of effectiveness.	<ul style="list-style-type: none"> While some roles are taking longer than usual to fill we are making good inroads into some hard to fill roles. LTO is coming down to historical pre covid levels of mid teens - down from 25% at its height in the last two years. New starter retention is at 90% and we continue to focus on role clarity and understanding before offering roles. Our Takitaki bespoke leadership programme is building the capability and confidence of our people. This year we had more than twice the number of applications for a place on the programme than the number of spots available. The 2023 cohort commenced their programme in February. We will start advertising for the 2024 cohort and building excitement around the gateway recruitment and selection process in the next few months.

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
		c) Provide an update on flexible and hybrid working arrangements and the effect (positive or negative) on culture as evidenced through staff survey results.	<ul style="list-style-type: none"> The flexible working arrangements have been embraced by staff and is one of the key expectations by candidates. Flexible working is trending as the second most important employee benefit in 2022. One of the highest comments in the staff survey on why WDC is a great place to work is the flexible working offered. We do however also have a good number of staff back in the office as that works for them. ELT are reviewing the principles to ensure it is working for all stakeholders.
	6.2	Demonstrate progress in relation to how diversity and inclusion is being embraced by the organisation. This includes how the opportunity is developing, is being kept alive by behaviours and practices and broadening the perspective of staff.	<ul style="list-style-type: none"> We have commenced our third Te Reo and Te Tiriti courses. Our teams are opening and closing meetings with Karakia. Our Team Planning session with People Leaders required each Team to identify how they were embracing Te Tiriti o Waitangi principles in their plans. Diversity, Equity & Inclusion are a key course topic for our Takitaki programme. These principles have already been embedded with 60 staff through the programme and another 30 commenced in March. A programme is being developed to roll out to staff more broadly. Recruitment is underway for a Executive Manager Maaori Partnerships which will add strength to organisational Cultural competencies as strategies and policies are developed. Learning in this space continues to be taken up very strongly by staff with excellent feedback. We have appointed a Capability and Wellbeing Advisor into P&C who will also add focus in this space.
7. Zero Harm (Work Safe, Home Safe)	7.1	Lead initiatives that clearly demonstrate progress towards safety leadership in the way the organisation operates.	<ul style="list-style-type: none"> Independent review of Zero Harm Framework was undertaken by Impac Services Ltd to ISO 45001 standard. 100% of current staff completed annual Zero Harm Refresher Induction as part of Work Safe Home Safe 2023
	7.2	Complete the Strategic Plan work for 2022/2023 by 30 June 2023.	<ul style="list-style-type: none"> Working with Animals Standard has been finalised and published. Significant progress being made on Working On or Near Roadways and Mental Wellbeing Risk Control plans. Emergency Response Plans and flipcharts have been implemented at all sites but the training delivery plan timing needs to be reviewed due to Zero Harm team resourcing.

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
8. Climate Action	8.1	Give effect to Climate Action Plan goals this financial year and provide updates on progress.	
		a) Agree a Climate Action work plan with the Strategy & Finance Committee by September.	<ul style="list-style-type: none"> The Climate Response and Resilience Strategy (CRRS) has been drafted, and alignment progressed on key projects that will deliver on reduction emission targets. An internal staff focus group has been established to feed into the CRRS, and three Maaori Ward councillors have also inputted on the Te Ao Maaori aspects. The external focus group fed back into the strategy in late May and key business unit and budget holders were consulted. Two additional community focus groups were held to provide feedback and a hui will be held with Tainui Taiao team in August. Once the Strategy is approved this August/September, the Climate Action Plan will be realigned to deliver on the Strategy. Resources, guides/workshops are being developed to assist staff understand and embed a climate change lens on their decision making, reports, strategies etc. The Strategy is a high-level district roadmap that includes key projects that deliver on Co2 emission reduction targets. The proposed timeline for the Strategy to go to ELT is August 2023.
		b) Complete the work plan as agreed with the Strategy & Finance Committee by 30 June.	<ul style="list-style-type: none"> Key projects that will deliver on annual emission reduction targets include replacement of the Huntly Aquatic Centre gas boiler with funding support from EECA (this is likely to achieve a 14% reduction in emissions), updated Council Vehicles Policy (transition from ICE to hybrid and EV), and ten cattle reduced on Wainui Reserve. It is expected that the gas boiler will be replaced before September 30 to deliver on the funding requirements.
c) Achieve an emission reduction target of 8% for the year ended 30 June 2023.	<ul style="list-style-type: none"> In 2022/23 we have to date achieved reductions, but we need to establish more robust systems for capturing accurate data. In 2023/24 we expect the reduction to be in the order of 16% based on initiatives underway now. In 2021 our emissions were 1,441 TCO2e. In 2022 emissions decreased to 1,065 TCO2e which represents a 3.9% reduction. The key areas of improvement in the last financial year were: 		

Key project/priority	Key deliverables/KPIs		Update & Delivery Comments
			<ul style="list-style-type: none"> • Diesel -41 TCO2e • Petrol -31 TCO2e • Cattle -12 TCO2e • LPG -7 TCO2e • This was countered by increased emissions from electricity and natural gas. Less electricity was used in FY22, but the emissions factor for electricity had increased due to a higher share of non-renewable generation. Emissions from electricity rose by 46 TCO2e and natural gas by 17 TCO2e. The increase in gas use at the Huntly Aquatic Centre is related to opening hours and seasonal temperature variations.
9. 2022 Elections	9.1	Meet legislative compliance by completing the workplan undertaken to facilitate and foster representative and substantial elector participation in elections.	<ul style="list-style-type: none"> • Election completed successfully (no legal challenges). Despite trying several initiatives, the overall return rate did not increase. • A by-election was also run for the Tuakau Community board and more recently for the Te Kauwhata Licensing Trust.

Footnote:

1. The Chief Executive has agreed to deliver KPIs, subject to any changes due to Council's change of direction on any of the KPIs, in which case such changes would be taken into account. Delivery will also be subject to factors within the control of the Chief Executive e.g. a delay in receiving materials for capital works due to Covid-19 would be outside the control of the Chief Executive.
2. Each deliverable including subcategories (e.g. (a), (b) etc.) will be assessed in their own right.

To	Performance & Strategy Committee
Report title	Exclusion of the Public
Date:	Monday, 31 July 2023
Report Author:	Elizabeth Saunders, Democracy Advisor
Authorised by:	Gaylene Kanawa, Democracy Manager

1. Staff recommendations

Tuutohu-aa-kaimahi

THAT the public be excluded from the following parts of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Item PEX 1 Minutes from meeting held on Tuesday, 20 June 202	Good reason to withhold exists under Section 6 or Section 7 Local Government Official Information and Meetings Act 1987	Section 48(1)(a)

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

Item No.	Section	Interest
Item PEX 1 Minutes from meeting held on Tuesday, 20 June 202	Refer to the previous Public Excluded reason in the agenda for this meeting.	

2. Attachments Ngaa taapirihanga

There are no attachments for this report.
